



U.S. General Services Administration

FY 2022 Congressional Justification



U.S. General Services Administration

U.S. General Services Administration

SUMMARY of the

Fiscal Year 2022 Budget Request

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The U.S. General Services Administration (GSA) is uniquely positioned to help the Federal Government best serve the American people. Optimization of GSA's performance helps the Government to address the pandemic, tackle the climate crisis, promote economic opportunity, and advance equity.

GSA maximizes the effectiveness of public investments by supporting more than \$75 billion in procurement spend and effectively managing over 8,800 Federally owned and leased properties across the United States and its territories. GSA achieves cost savings and efficiencies through responsible management of Federal real estate, smarter acquisitions, transformative use of technology, and leading best practices across the Government. As GSA delivers on its mission, it strives to make it easier for industry to do business with the Government, while also promoting partnerships with small and innovative entrepreneurs and companies.

In response to input from GSA's partners in Federal agencies, local communities, and the commercial sector, there are four strategic goals that drive the budget request for fiscal year (FY) 2022 in alignment with the current Administration's priorities.

Strategic Goals

Savings – Save public money through better management of Federal real estate.

GSA will deliver cost savings and value for taxpayers through smart asset management while also providing cutting-edge workplace solutions that help agencies fulfill their important missions.

Efficiency – Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government.

GSA will lead acquisition and procurement strategies that help agencies access inventive and effective commercial solutions, make it easier to do business with the Government, and use its buying power to drive cost savings.

Innovation – Improve the way Federal agencies buy, build, and use technology.

GSA will lead the charge to modernize the Government's approach to technology services. GSA will guide agencies through innovative and efficient technology deployment to meet their missions and fulfill the needs of Americans in a rapidly evolving and complex world.

Service – Design and deliver expanded shared services within GSA and across the Federal Government to improve performance and save taxpayer money.

GSA will transform administrative services in the Government by leading the consolidation of common mission-support processes and services across the Government. Implementing this best practice will make these services better, faster, and more affordable while allowing Government agencies to dedicate more resources to their missions.

GSA's unwavering commitment to a culture of high performance and customer focus is reinforced by the agency's values of service, accountability, and innovation that are the key to helping Federal partners deliver on their mission. When GSA does its job well, the American people win.

The FY 2022 budget requests \$1.47 billion in discretionary budget authority for GSA programs. This request includes new investments in GSA's annual direct appropriations to support modernizing and securing IT systems across the Government, electrifying the Federal fleet, streamlining the Federal rule-making process, and making Federal buildings more energy efficient and resilient.

The Federal Acquisition Service (FAS) continues to support efficient and effective acquisition solutions across the Federal Government. In FY 2022, FAS will focus on electrifying the Federal fleet and improving the Federal Marketplace buying experience by enhancing FAS's acquisition vehicles, focusing on human-centered processes and systems, and emphasizing workforce readiness.

The Public Buildings Service (PBS) is requesting \$11.0 billion in New Obligational Authority (NOA), which represents \$364 million in net positive authority, in addition to a full reinvestment of the estimated FY 2022 revenue and collections expected to be deposited into the Federal Buildings Fund (FBF). The projects that comprise the FY 2022 Capital Program have the potential over a ten year period to reduce annual lease costs by \$54.5 million, reduce the 10 year costs to the Federal Buildings Fund by \$838 million, reducing the leased inventory by over 1 million square feet, reducing building vacancy by approximately 478 thousand square feet, and housing over 7,500 additional Federal employees in Federally owned space.

U.S. General Services Administration
Summary of the FY 2022 Request

Summary of Appropriations

(Dollars in Thousands)

	FY 2020	FY 2021	FY 2022
	Actual	Enacted	Request
Federal Buildings Fund (FBF), New Obligational Authority			
Construction and Acquisition	\$ 159,719	\$ 230,000	\$ 417,202
Repairs and Alterations	\$ 788,906	\$ 576,581	\$ 1,656,093
Installment Acquisition Payments	\$ -	\$ -	\$ 69,024
Rental of Space	\$ 5,713,954	\$ 5,725,464	\$ 5,913,185
Building Operations	\$ 2,432,834	\$ 2,533,444	\$ 2,945,005
Disaster Recovery	\$ -	\$ -	\$ -
CARES Act	\$ 275,000	\$ -	\$ -
Sub-Total, New Obligational Authority	\$ 9,370,413	\$ 9,065,489	\$ 11,000,509
Annual Appropriations, Budget Authority			
Government-wide Policy	\$ 64,000	\$ 64,000	\$ 67,820
Operating Expenses	\$ 52,440	\$ 49,440	\$ 52,440
Former Presidents	\$ 3,851	\$ 4,400	\$ 5,000
Civilian Board of Contract Appeals	\$ 9,301	\$ 9,301	\$ 10,080
Federal Citizen Services Fund	\$ 55,000	\$ 55,000	\$ 59,200
Office of the Inspector General	\$ 67,000	\$ 67,000	\$ 69,000
Asset Proceeds and Space Management Fund	\$ -	\$ 16,000	\$ 16,000
Technology Modernization Fund	\$ 25,000	\$ 25,000	\$ 500,000
Working Capital Fund	\$ -	\$ -	\$ 28,500
Sub-Total, Annual Appropriations	\$ 276,592	\$ 290,141	\$ 808,040
Additional Annual Appropriations, Budget Authority			
Electric Vehicles Funds	\$ -	\$ -	\$ 300,000
Working Capital Fund CARES Act	\$ 1,500	\$ -	\$ -
Federal Citizen Services Fund CARES Act	\$ 18,650	\$ -	\$ -
Presidential Transition	\$ -	\$ 9,900	\$ -
Pre-Election Activities	\$ 9,620	\$ -	\$ -
Sub-Total, Authorization Required	\$ 29,770	\$ 9,900	\$ 300,000
Mandatory Appropriations			
American Rescue Plan	\$ -	\$ 1,150,000	\$ -
American Jobs Plan	\$ -	\$ -	\$ 18,000,000
Sub-Total, Mandatory Appropriations	\$ -	\$ 1,150,000	\$ 18,000,000
Total Gross Budget Authority	\$ 9,676,775	\$ 10,515,530	\$ 30,108,549

Managing Federal Real Estate

PBS's FY 2022 budget request highlights specific capital investments that achieve immediate value by improving the safety and utilization of Federal buildings and long-term savings generated by reducing the Government's dependence on leasing privately-owned space. The FY 2022 budget request recognizes that GSA has a \$7.6 billion unavailable fund balance and is projected to accumulate an additional \$1.3 billion in FY 2021 for a total of \$8.9 billion. This fund balance has accumulated as a result of Congress using \$10.3 billion in FBF collections to offset increases for other agencies over the last ten years. This represents a trend in which GSA is collecting commercially equivalent rent from its occupant agencies but is precluded from reinvesting in the aging Federal facilities occupied by those rent-paying agencies.

Support of PBS's full FY 2022 budget request, including the \$2.1 billion requested for capital investments, will enable GSA to help address this concern. The FBF request includes \$364 million above the estimated level of revenue PBS projects to collect in FY 2022. This will allow the agency to invest in GSA's owned properties and reduce the reliance on leased facilities to deliver the best possible value in real estate management for our partners across Government. The American Jobs Plan proposes \$8 billion for the GSA buildings portfolio, \$5 billion in improvements to Federally owned buildings and \$3 billion in construction and modernization of Federally owned Land Ports of Entry. This critical investment will help to address the backlog of projects resulting from the precluded revenue. It will also allow GSA to focus on investments that stimulate the economy, improve the climate efficiency and resiliency of GSA's Federally owned buildings, and continue to provide our federal partners with access to safe workspaces.

The American Jobs Plan also proposes \$5 billion for the establishment of the Federal Capital Revolving Fund, to be established within GSA and the intended to support the execution of the largest civilian real property projects.

As the government's real estate provider, GSA has prioritized implementing the Centers for Disease Control and Prevention's cleaning and disinfection guidelines in response to COVID-19 to ensure a safe working environment for employees returning to the workplace. The FY 2022 Budget includes increases in agency rent for GSA's non-delegated facilities to provide enhancements to GSA's regular custodial service, situational cleaning in response to confirmed or suspected COVID-19 cases, and other additional building services such as adjustments to heating, ventilation, and air conditioning systems and operations, which align with CDC guidelines. GSA will continue working with customer agencies to adapt to evolving space requirements. Identifying and optimizing space utilization changes will, therefore, be a central aspect of PBS's future resource optimization and productivity going forward.

PBS's Real Estate Investment and Savings Strategy is to maximize GSA's efforts to drive long-term cost savings through real estate footprint optimization, lease cost avoidance, and resource optimization. These efforts have already produced significant savings to the public, and the FY 2022 budget request will allow PBS to continue delivering efficient and effective services to its customers. The strategy consists of three components:

- Footprint optimization;
- Lease cost avoidance; and
- PBS resource optimization and productivity.

There are significant opportunities across the PBS portfolio where capital investment can be used to achieve long-term savings. Investment in major building improvements, new construction, and consolidation projects will accelerate the reduction of space by increasing space utilization and consolidation opportunities. The primary driver of savings in the PBS portfolio is reducing the amount of space that the Government occupies in leased facilities. In order to improve utilization and consolidation of leases, it is imperative that GSA has access to capital funds to reinvest in Government-owned properties that will make this transition successful.

During the period from FY 2022 through FY 2026, approximately 45 percent of PBS's leases will expire. Additionally, GSA anticipates further reductions in space as agencies increasingly rely on mobile work resulting in reduced future real estate requirements. This creates a unique opportunity to restructure PBS's lease portfolio and meet agency facility needs at a significantly reduced cost over the life of the replacement leases. In FY 2018, PBS initiated the Lease Cost Avoidance Plan to replace these leases and restructure the PBS lease portfolio. PBS established a Lease Cost Avoidance goal of reducing FBF anticipated costs by approximately \$4.7 billion over the duration of these lease contracts. Through FY 2020, this initiative has achieved \$3.5 billion in cost avoidance.

PBS is evaluating resource needs across the organization to ensure that staff are in place and equipped to make the plan successful. Strategic investment in human capital — specifically expertise in lease contracting, construction management, and cost estimating — will ensure that staff expertise is aligned with the opportunity to capitalize on upcoming lease expirations.

In addition, PBS is evaluating Robotics Process Automation and process standardization that will increase capacity that can be redirected to higher-value work. Nationally standardized business processes will deliver greater efficiencies, enhance operational performance, and improve customer experience.

Efficient and Effective Acquisition Solutions

GSA is committed to delivering service, innovation, and value through efficient operations, market expertise, and proactive partnerships with customer agencies and private sector vendors. Generating economies of scale is the cornerstone of GSA's acquisition solutions, enabling us to negotiate better prices. Every day, GSA helps its customers make smart purchasing decisions to acquire the goods and services they need.

GSA is dedicated to improving the contract vehicles, services, and products provided to Federal agencies, military, State, and local entities. GSA makes access to the Government market

easier, faster, and less costly to socio-economic providers by designing and delivering solutions that meet customers' current needs and anticipate their future requirements.

GSA is focused on improving the Federal Marketplace buying experience by enhancing FAS's acquisition vehicles, focusing on human-centered processes and systems to improve customer experience, and emphasizing workforce readiness. In FY 2022, the Federal Marketplace effort will focus on improving the data underlying product and service search capabilities, using expanded vendor data to improve the experience of buying services, assessing the commercial e-commerce portal pilots, and expanding implementation of the FAS Contract Acquisition Lifecycle Management (CALM) initiative. All these efforts under the Federal Marketplace Strategy seek to improve the federal procurement experience for the federal agency customer, the supplier, and the acquisition workforce.

GSA has also prioritized implementing e-commerce platforms in partnership with commercial providers. In FY 2021 and FY 2022, FAS will continue to manage the implementation of the program's proof of concept to assess the effectiveness of offering commercial e-marketplace platform(s) that can provide business-to-business capabilities and process orders for commercial off-the-shelf items using the Government purchase card. The goal of this initiative is to modernize the Federal buying experience, and through access to spend data, better manage open-market, online spend -- which is an addressable market of approximately \$6 billion per year. In addition, the data collected will assist in efforts to mitigate supply chain risk and protect federal customers against counterfeit and pirated goods.

Innovative Technology

Technology is critical to how agencies accomplish their missions and serve the public. It is at the core of running mission-support operations, safeguarding critical information, and analyzing program data for agency decision making. Agencies are tasked with achieving an array of critical goals involving enhanced IT security, greater use of cloud-based services, and the overall consolidation and modernization of IT networks. GSA is well-positioned to help agencies meet these goals.

GSA offers the full spectrum of technology assistance, including experts who assess system design, apply user-centered research and design techniques, and ensure alignment with agency needs.

GSA drives more efficient and innovative Government procurement of technology services. GSA will improve technology procurements at customer agencies through acquisition consulting and assistance by identifying and incorporating best practices in technology acquisition, offering hands-on assistance to agencies during the acquisition process, and sharing the skills and knowledge developed within GSA across the Federal workforce.

The Technology Modernization Fund (TMF) will continue to drive digital transformation by providing up-front funding for IT projects to move agencies from antiquated legacy systems to

more secure modern platforms. GSA's FY 2022 request of \$500 million builds on the \$1 billion in funding included in the American Rescue Plan to help strengthen Federal cybersecurity and retire antiquated legacy technology systems. Through the use of this innovative funding tool, agencies will move to more secure and efficient IT systems and infrastructure, such as cloud-enabled technologies and shared services, reducing technical debt and improving mission delivery. Since it began operations, the board has reviewed more than fifty project proposals from Federal agencies requesting more than \$550 million and has approved eleven modernization projects totaling \$126 million in initial project awards.

The Information Technology Category (ITC) is improving the customer agency experience by providing access to quality services through multiple acquisition vehicles. These vehicles provide access to small businesses and high quality, innovative suppliers. These contracts will shape and lead future IT category management efforts and facilitate Government-wide IT modernization. ITC's goals are to be a catalyst for customer mission success and shape Government-wide IT acquisition.

The Telecommunications subcategory within the ITC is focused on the successful transition of Government agencies to the Enterprise Infrastructure Solutions (EIS) contract. The EIS contract is expected to rapidly improve cybersecurity capabilities, introduce Software Defined Networking in Federal agency networks and serve as a vehicle to help agencies achieve Federal IT modernization goals in the telecommunications and enterprise network space. Transitioning to EIS affects more than \$2 billion in Federal telecommunications spending annually and impacts 228 Federal agencies and other Government entities. Agencies currently rely on the expiring Networx and Local Service Agreement contracts for mission-critical services such as telecommunications, network connectivity, and cybersecurity solutions. These services must be successfully transitioned before the contracts expire to avoid mission-impacting gaps in service.

The FAS Assisted Acquisition Services (AAS) portfolio offers customized acquisition, project management and financial management services for large and complex projects at the best value to the Government. AAS' highly trained contracting, project, and financial management professionals provide direct assistance to partner agencies on the Government's complex IT and cybersecurity challenges.

GSA offers platforms and services that assist agencies in using modern IT tools and practices, including moving to the cloud, authentication and authorization services, system modernizations, and tools to communicate with the public.

As part of the Federal Citizen Services Fund, the Cloud Portfolio's mission is to make cloud computing easy, secure, and the default IT solution for Federal agencies. The Cloud Portfolio does this through creating: (1) a broad marketplace of approved Government and private sector products and platforms; (2) best practices guidance for using the cloud; and (3) promotion of collaboration through the creation of a strong cross-Government cloud community. Both the marketplace of cloud providers and Government use of cloud will continue to grow during the next several years.

The Office of Information Integrity and Access, which is part of the Office of Government-wide Policy (OGP), has established a new Emerging Technology Division to investigate and assess the impact of new and emerging technology (e.g., artificial intelligence, internet of things, quantum computing, etc.) on the Government. This program supports the development of policy recommendations and standards to support use and adoption of, and response to, new technologies.

The Technology Transformation Services (TTS) within FAS enables the transformation of the way Government agencies build, buy, and share technology. In addition, TTS uses modern methodologies and technologies to assist Federal agencies in improving the public's experience with the Government. TTS helps agencies make their services more accessible, efficient, and effective by building and providing technology applications, platforms, processes, personnel, and software solutions to Federal agencies. TTS emphasizes transparency and user-centered design. In FY 2021 and FY 2022, TTS will continue to partner with agencies, industry, and the digital technology community to build the foundation for the Government's digital transformation.

Also within TTS, its Centers of Excellence (CoEs) are pairing agencies across the Government with Federal subject-matter experts and industry partners to modernize IT infrastructure, increase data-driven decisions, and create positive experiences for citizens and customers. The CoEs focus on enterprise-wide modernization by engaging agencies on the following functional areas: Artificial Intelligence, Cloud Adoption, Contact Center, Customer Experience, Data Analytics, and Infrastructure Optimization. In FY 2020, the CoE completed its engagement at the Department of Agriculture, initiated Implementation Phase engagements with OPM, DoD's Joint Artificial Intelligence Center, and the Department of Housing and Urban Development, and began additional engagements at the Department of Labor, Food and Drug Administration, National Institute of Health, Federal Law Enforcement Training Center, and the Centers for Medicare/Medicaid Services. In FY 2021 and FY 2022, the CoE will support additional engagements with other agencies and use its technology modernization approach to improve the Federal employee's and the public's experience with Federal IT systems and websites.

GSA continues to make significant progress with the development, implementation and maintenance of automations that return significant value to GSA. By the end of FY 2020, GSA's RPA Program is projected to deliver a total of 70 automations that produce an additional 200,000 hours of capacity for the agency. GSA has also successfully piloted an automation that can be utilized government-wide. The automation's design and procedure is agency agnostic and may be easily integrated into an agency's existing process. GSA is planning to promote the pilot to production and formally make the automation available to the federal government in FY 2021 and continue to grow those capabilities in FY 2022.

In addition to managing its own RPA program, GSA leads the Federal RPA Community of Practice (CoP) to help other agencies overcome the technical, management, and operational challenges that arise in designing and deploying an effective RPA program. The CoP helps agencies develop programs that are cost-effective and auditable, avoid common pitfalls, and

improve agency operations. The CoP hosts frequent knowledge-sharing events and publishes valuable guidance such as the RPA Program Playbook to educate agencies on RPA best practices. In FY 2022, GSA plans to continue to support and expand the RPA CoP activities by hosting more webinars and publishing RPA best practices to help agencies use this tool to increase productivity and accuracy in their business processes.

Lastly, GSA continues to support an administrative provision to update the language related to the “Major equipment acquisitions and development activity” under the Working Capital Fund. GSA’s current authority is limited to using lapsed funding for the acquisition of equipment, automated data processing systems, and financial management and management information systems for the implementation of the Chief Financial Officers Act of 1990. Given the shift in the IT industry in recent years to the model of purchasing IT “as a service”, this administrative provision will allow GSA to fund investments such as the regular upgrade of its financial systems and implementing a new budget system in accordance with the current, most preferred and cost effective way of doing business.

Expanded Shared Services

The FY 2022 budget supports GSA’s fourth strategic goal — to design and deliver expanded shared services within GSA and across the Government. In support of the Administration’s goal of transitioning to a clean, zero emission fleet, GSA’s FY 2022 budget requests \$300 million to procure zero emission and electric vehicles and the associated charging infrastructure. This funding will serve as a down payment to reduce the environmental impact of the Federal government’s vehicle operations. In collaboration with the Office of Management and Budget and other key stakeholders, GSA is leading the way in a multi-year transformation of the Federal fleet in an effort to combat climate change and position the United States as the global leader in electric vehicles manufacturing. The American Jobs Plan includes \$5 billion to electrify the Federal fleet and provide associated charging infrastructure. This funding will allow the Federal Government to reduce the Federal fleet’s impact on the environment as well as help accelerate American industrial capacity to produce clean vehicles and components.

The FY 2022 budget request also includes investments in OGP’s Office of Shared Solutions and Performance Improvement (OSSPI), and activities by GSA’s Quality Services Management Office (QSMO) to provide civilian HR transaction services and technology for compensation and benefits processing, personnel action processing, performance management, learning, and other services required by agencies to manage their workforce efficiently. These initiatives are in support of the Administration’s goal to reduce the footprint of redundant technology and processes while increasing customer satisfaction with mission-support services.

In FY 2018, OGP created OSSPI by merging the Office of Executive Councils and the Unified Shared Services Management Office into a single organization. OSSPI leverages data, subject-matter expertise, and its authority to convene key stakeholder groups to improve the delivery of shared services and provide program management for the Sharing Quality Services Cross-

Agency Priority Goal. This role is crucial to manage the governance model to ensure the voice of the customer has the opportunity to influence the shared service strategy.

GSA will continue to advance the foundational work needed to ensure that the HR QSMO is successful. In coordination with OPM, and with support from the Chief Data and Chief Human Capital Officers councils, the HR community and others as needed, GSA will work to finalize a common set of HR Data Standards. In addition, this funding will be used to finalize and document all architecture reviews and gap analysis for the current service providers.

Lastly, GSA plans to support the migration of MAX.gov Shared Services, which is a Government-wide platform for collaboration and data analysis, from OMB to GSA. Moving MAX.gov capabilities to GSA will increase the scalability and sustainability of these critical services and will better align them with GSA's strategic objectives to expand Government-wide shared services and lead technology modernization initiatives. MAX.gov utilizes numerous technologies as part of their current offerings. GSA will re-platform some existing MAX.gov software to GSA hosted environments in addition to purchasing additional software licensing and re-architecting and re-configuring existing products to add functionality currently provided by MAX shared services. GSA will also procure and develop new, modern, and secure technology to replace some MAX.gov components with large technical debt.

Good Accounting Obligation in Government Act

GSA is working to meet the requirements of the Good Accounting Obligation in Government Act. GSA's most recent report on the status of public recommendations by the U.S. Government Accountability Office and the GSA Office of Inspector General that have been open for at least a year can be found on GSA's website:

<https://www.gsa.gov/reference/reports/budget-performance/administrators-semiannual-management-report>

Request for New Obligational Authority

(Dollars in Thousands)

	FY 2020 Estimate	FY 2021 Enacted	FY 2022 Request
Total Revenues	\$ 10,458,140	\$ 10,388,375	\$ 10,636,648
Federal Buildings Fund (FBF), New Obligation Authority			
Construction and Acquisition	\$ 159,719	\$ 230,000	\$ 417,202
Repairs and Alterations	\$ 788,906	\$ 576,581	\$ 1,656,093
Installment Acquisition Payments	\$ -	\$ -	\$ 69,024
Rental of Space	\$ 5,713,954	\$ 5,725,464	\$ 5,913,185
Building Operations	\$ 2,432,834	\$ 2,533,444	\$ 2,945,005
Disaster Recovery	\$ -	\$ -	\$ -
CARES Act	\$ 275,000	\$ -	\$ -
Total New Obligation Authority	\$ 9,370,413	\$ 9,065,489	\$ 11,000,509
FBF Net Budget Authority	\$ (1,087,727)	\$ (1,322,886)	\$ 363,861

FY 2022 Capital Investment Program

(Dollars in Thousands)

CONSTRUCTION AND ACQUISITION Program:

Executive Agencies	\$ 291,350
Land Ports of Entry	\$ 103,376
Courthouses	\$ 22,476
New Obligational Authority, CONSTRUCTION AND ACQUISITION Program	\$ 417,202

REPAIRS AND ALTERATIONS Program:

Non Prospectus (Basic) Repairs and Alterations Program	\$ 388,710
Special Emphasis Programs	\$ 220,000
Major Repairs & Alterations	\$ 1,047,383
New Obligational Authority, REPAIRS AND ALTERATIONS Program	\$ 1,656,093
Total New Obligational Authority, Capital Investment Program	\$ 2,073,295

GSA Net Budget Authority

Annual Appropriations, Request for Net Budget Authority

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Enacted	FY 2022 Request
Discretionary Budget Authority			
FBF Net Budget Authority	\$ (1,087,727)	\$ (1,322,886)	\$ 363,860
Annual Appropriations	\$ 276,592	\$ 290,141	\$ 808,040
GSA Discretionary Budget Authority	\$ (811,135)	\$ (1,032,745)	\$ 1,171,900
Electric Vehicles Fund	\$ -	\$ -	\$ 300,000
CARES Act - WCF & FCSF	\$ 20,150	\$ -	\$ -
Presidential Transition	\$ -	\$ 9,900	\$ -
Pre-Election Activities	\$ 9,620	\$ -	\$ -
Additional Programs Budget Authority	\$ 29,770	\$ 9,900	\$ 300,000
Transportation Audit Contracts and Contract Administration	\$ 10,846	\$ 12,513	\$ 12,278
Acquisition Workforce Training Fund	\$ 9,280	\$ 11,616	\$ 11,500
Expenses, Disposal of Surplus Real and Related Personal Property	\$ 498	\$ 10,056	\$ 9,256
GSA Mandatory Budget Authority	\$ 20,624	\$ 34,185	\$ 33,034
Mandatory Appropriations			
American Rescue Plan			
Federal Citizen Services Fund	\$ -	\$ 150,000	\$ -
Technology Modernization Fund	\$ -	\$ 1,000,000	\$ -
American Jobs Plan			
Federal Buildings Fund	\$ -	\$ -	\$ 8,000,000
Federal Capital Revolving Fund	\$ -	\$ -	\$ 5,000,000
Electric Vehicles Fund	\$ -	\$ -	\$ 5,000,000
Appropriated GSA Mandatory Budget Authority	\$ -	\$ 1,150,000	\$ 18,000,000
Total GSA Net Budget Authority	\$ (760,741)	\$ 161,340	\$ 19,504,934

Note: Mandatory appropriations for the American Jobs Plan will be reflected in legislation separate from the President's Budget

U.S. General Services Administration
Summary of the FY 2022 Request

GSA Total Obligations by Object Classification

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Plan	FY 2022 Request
11.1 Full-time permanent	\$ 1,248,621	\$ 1,359,544	\$ 1,458,831
11.3 Other than full-time permanent	\$ 41,171	\$ 8,135	\$ 8,728
11.5 Other personnel compensation	\$ 24,647	\$ 34,160	\$ 36,572
11.8 Special personnel service payments	\$ 2,266	\$ 1,381	\$ 714
12.1 Civilian personnel benefits	\$ 458,141	\$ 459,249	\$ 499,394
13.0 Benefits for former personnel	\$ 1,133	\$ 1,595	\$ 1,511
21.0 Travel and transportation of persons	\$ 13,654	\$ 19,771	\$ 29,422
22.0 Transportation of things	\$ 14,036	\$ 8,086	\$ 8,209
23.1 Rental payments to GSA	\$ 64,935	\$ 55,629	\$ 58,872
23.2 Rental payments to others	\$ 5,765,149	\$ 5,770,570	\$ 5,913,644
23.3 Communications, utilities, and misc. charges	\$ 1,930,254	\$ 1,729,140	\$ 1,095,869
24.0 Printing and reproduction	\$ 2,320	\$ 2,938	\$ 2,898
25.1 Advisory and assistance services	\$ 14,472,179	\$ 15,394,409	\$ 16,629,238
25.2 Other services from non-Federal sources	\$ 119,577	\$ 69,599	\$ 78,237
25.3 Other goods and services from Federal sources	\$ 886,656	\$ 860,445	\$ 877,807
25.4 Operation and maintenance of facilities	\$ 1,949,843	\$ 1,681,376	\$ 1,823,047
25.5 Research and development contracts	\$ -	\$ -	\$ -
25.6 Medical Care	\$ 330	\$ 85	\$ 210
25.7 Operation and maintenance of equipment	\$ 214,591	\$ 134,193	\$ 150,749
25.8 Subsistence and support of persons	\$ -	\$ 5	\$ 5
26.0 Supplies and materials	\$ 1,398,835	\$ 1,339,228	\$ 1,401,610
31.0 Equipment	\$ 2,955,586	\$ 3,231,506	\$ 3,182,501
32.0 Land and structures	\$ 1,659,713	\$ 1,792,048	\$ 1,583,912
33.0 Investment and Loans	\$ -	\$ -	\$ -
41.0 Grants, subsidies, and contributions	\$ (6)	\$ -	\$ -
42.0 Insurance claims and indemnities	\$ 8,154	\$ 700	\$ 700
43.0 Interest and dividends	\$ 33,991	\$ 31,876	\$ 34,123
44.0 Refunds	\$ 38	\$ -	\$ -
91.0 Unvouchered	\$ -	\$ -	\$ -
94.0 Financial Transfers	\$ -	\$ 16,000	\$ 66,000
99.0 Total Obligations.....	\$ 33,265,814	\$ 34,001,669	\$ 34,942,804
<i>Subtotal, PC&B.....</i>	\$ 1,775,979	\$ 1,864,064	\$ 2,005,751
<i>Subtotal, Non-labor.....</i>	\$ 31,489,835	\$ 32,137,605	\$ 32,937,053
<i>American Rescue Plan</i>	\$ -	\$ 318,500	\$ 370,000
<i>American Jobs Plan</i>	\$ -	\$ -	\$ 2,354,688
<i>Environmental Review Improvement Fund</i>	\$ 815	\$ -	\$ -
<i>Presidential Transition</i>	\$ -	\$ 9,900	\$ -
<i>Pre-Election Activities</i>	\$ 3,431	\$ 525	\$ -

Note: ERIF funds reported in this table represent the funds executed by GSA prior to the enactment of P.L. 116-93 that transferred and merged unobligated balances with the Federal Permitting Improvement Steering Council in FY 2020.

GSA Total FTE

	FY 2020 Actual			FY 2021 Plan			FY 2022 Request		
	Direct	Reimb.	Total	Direct	Reimb.	Total	Direct	Reimb.	Total
Annual Appropriations									
Office of Government-wide Policy	123	25	148	161	40	201	153	40	193
Operating Expenses	189	10	199	215	16	231	215	7	222
Civilian Board of Contract Appeals	31	0	31	41	0	41	41	0	41
Federal Citizen Services Fund	65	1	66	82	0	82	130	0	130
Office of Inspector General	294	0	294	298	0	298	298	0	298
Subtotal, Annual Appropriations	702	36	738	797	56	853	837	47	884
Revolving Funds									
Federal Buildings Fund	5,210	270	5,480	5,269	270	5,539	5,283	270	5,553
Technology Modernization Fund	3	0	3	6	0	6	6	0	6
Acquisition Services Fund	0	3,342	3,342	0	3,602	3,602	0	3,793	3,793
Working Capital Fund	0	1,889	1,889	0	2,020	2,020	0	2,048	2,048
Subtotal, Revolving Funds	5,213	5,501	10,714	5,275	5,892	11,167	5,289	6,111	11,400
Permanent Budget Authority									
Transportation Audits	30	0	30	36	0	36	36	0	36
Subtotal, Permanent Budget Authority	30	0	30	36	0	36	36	0	36
GSA TOTAL	5,945	5,537	11,482	6,108	5,948	12,056	6,162	6,158	12,320

Note: FTE increases in the FCSF in FY 2021 and FY 2022 are planned temporary positions to execute funding provided by the American Rescue Plan

U.S. General Services Administration
 Summary of the FY 2022 Request

Explanation of Changes, Federal Buildings Fund
 (New Obligational Authority, Dollars in Thousands)

	Construction and Acquisition	Repairs and Alterations	Installment Acquisition Payments	Rental of Space	Building Operations	TOTAL
FY 2021 Enacted	\$ 230,000	\$ 576,581	\$ -	\$ 5,725,464	\$ 2,533,444	\$ 9,065,489
Change in Construction for Executive Agencies						\$ -
Change in New Construction or Building Acquisition	\$ 61,350					\$ 61,350
Change in Construction of LPOE	\$ 103,376					\$ 103,376
Change in Courthouses	\$ 22,476					\$ 22,476
Change in Basic R&A program		\$ 16,037				\$ 16,037
Change in Line-Item R&A program		\$ 843,475				\$ 843,475
Change in Special Emphasis programs		\$ 220,000				\$ 220,000
Change in Installment Acquisition Payments			\$ 69,024			\$ 69,024
Annualization of remaining FY 2020 Program Changes				\$ (140,691)		\$ (140,691)
FY 2020 Unobligated Balance Used to Fund FY 2021 Requirements				\$ 23,000		\$ 23,000
Rental Rate Increases				\$ 53,589		\$ 53,589
Lump Sum Payments for real estate taxes and lease buyouts				\$ 205,392		\$ 205,392
Lease Cancellations				\$ (143,000)		\$ (143,000)
Lease Expansions (other than indefinite)				\$ 6,651		\$ 6,651
COVID 19 Related Operating Cost				\$ 147,000		\$ 147,000
Reserve				\$ 35,780		\$ 35,780
Change in Base Building Cost					\$ 259,938	\$ 259,938
Change in Other/ Miscellaneous Building Cost					\$ 14,502	\$ 14,502
Change in PBS Administrative Cost					\$ 89,407	\$ 89,407
Change in Other / Miscellaneous PBS Administrative Cost					\$ (1,133)	\$ (1,133)
Change in Other Funding Sources					\$ 48,847	\$ 48,847
FY 2022 Request	\$ 417,202	\$ 1,656,093	\$ 69,024	\$ 5,913,185	\$ 2,945,005	\$ 11,000,509

Explanation of Changes, GSA Annual Appropriations
(Budget Authority, Dollars in Thousands)

	Government-wide Policy		Operating Expenses		Civilian Board of Contract Appeals		Former Presidents		Federal Citizen Services Fund		Inspector General		Technology Modernization Fund		Asset Proceeds and Space Management Fund		Working Capital Fund		Presidential Transition		Electric Vehicles Fund		Total	
	FTE	Request	FTE	Request	FTE	Request	FTE	Request	FTE	Request	FTE	Request	FTE	Request	FTE	Request	FTE	Request	FTE	Request	FTE	Request	FTE	Request
FY 2021 Request	161	\$ 64,000	215	\$ 49,440	41	\$ 9,301	0	\$ -	82	\$ 55,000	298	\$ 67,000	6	\$ 25,000	0	\$ -	0	\$ -	0	\$ 9,900	0	\$ 0	803	\$ 300,041
Program Increases:																								
Full-time Permanent.....				\$ 1,791																				\$ 3,008
Human Resources Quality Services Management Office																								\$ 20,000
Rulemaking Modernization		\$ 567				\$ 246																		\$ 8,500
Personal Compensation and Benefits.....				\$ 114		\$ 30																		\$ 1,796
Civilian Personnel Benefits.....				\$ 9		\$ 191																		\$ 463
Travel and Transportation.....																								\$ 967
Rent.....																								\$ 234
Communication and Utilities.....																								\$ 8
Operation and maintenance of facilities.....				\$ 11		\$ 5																		\$ 5
Supplies and materials.....				\$ 1,079		\$ 10																		\$ 121
Advisory and assistance Services.....																								\$ 1,089
Contractual Services.....																								\$ 165
Equipment.....																								\$ 886
Net increase in Data & Analytics Contractual Services Support.....																								\$ 1,973
Net increase in Business Management Contractual Services Support.....		\$ 513																						\$ 2,624
Initiation increase.....		\$ 3,107																						\$ 3,244
Increase in Digital Services Funding.....																								\$ 2,264
Increase in Experience Contractual Services Support.....																								\$ 237
Net increase in Accelerators/Innovation Contractual Services Support.....																								\$ 415
Increase in Full year costs for Former President Trump																								\$ 36
Increase for Former President Obama																								\$ 101
Increase for Former President Bush																								\$ 39
Increase for Former President Clinton																								\$ 9
Increase for Former President Carter																								\$ -
Electric Vehicles and Charging Infrastructure																								\$ 300,000
Program Decreases:																								\$ -
Other than Full-time Permanent.....	(7)																							(7)
Commodities and Utilities.....																								(9)
Goods and Services for Government accounts.....																								(369)
Stores, Materials, and Equipment.....																								(3)
Contracts.....																								(2,000)
Advisory and Assistance Services.....																								(992)
Other Services.....																								(2)
Operation and Maintenance of Equipment.....																								(48)
Operation and Maintenance of Facilities.....																								(1)
#####																								(463)
#####																								(879)
Decrease in WICE Bill.....																								(1)
FTE transfer to GSA-IT.....																								(367)
Decrease in MAX.gov Contractual Services Support.....	(1)																							(4,981)
TMF Reduction.....																								(625,000)
Reduction to non-recur funds for Presidential Transition.....																								(9,900)
FY 2022 Request	153	\$ 67,820	215	\$ 52,440	41	\$ 10,080	0	\$ 5,000	130	\$ 59,200	298	\$ 69,000	6	\$ 600,000	0	\$ 16,000	0	\$ 27,842	0	\$ -	0	\$ 300,000	843	\$ 107,392

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U.S. General Services Administration

FEDERAL BUILDINGS FUND

Fiscal Year 2022 Budget Request

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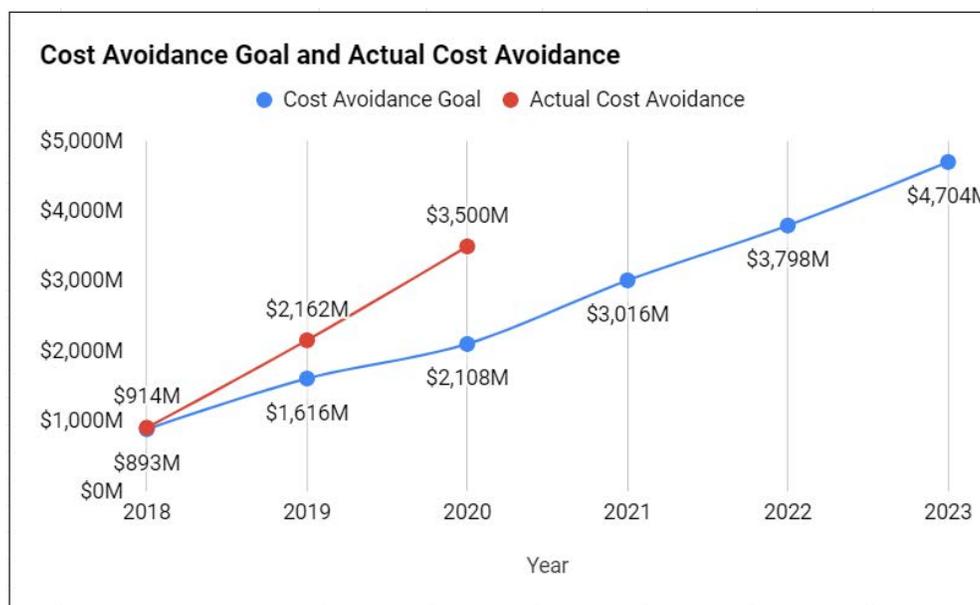
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Federal Buildings Fund / Public Buildings Service Overview

The U.S. General Services Administration's (GSA) Public Buildings Service (PBS) fiscal year (FY) 2022 budget request for the Federal Buildings Fund (FBF) reflects the Administration and GSA's commitment to making sound, cost-effective investments in Federal infrastructure that will reduce long-term costs and address the growing backlog of critical repairs and renovations that are necessary to make Federal workspaces withstand the impacts of climate change and keep safe the 1 million Federal employees that work in GSA-controlled facilities. GSA's strategy prioritizes meeting customer agency needs in a continually evolving real estate environment, while balancing the ongoing and long-term impacts of the novel coronavirus pandemic (COVID-19) on GSA's entire portfolio. PBS is requesting \$364 million in net positive obligational authority for a total of \$11 billion in New Obligational Authority (NOA), which will enable PBS to address critical repairs to Federal facilities. The repairs and alteration (R&A) projects that comprise the FY 2022 Capital Program have the potential to reduce annual lease costs by over \$54.5 million, reduce the 10-year costs to the Federal Buildings Fund by \$838 million by reducing the leased inventory by over 1 million square feet, reduce building vacancy by approximately 478 thousand square feet, and house over 7,500 additional Federal employees in federally owned space. The FY 2022 budget request fully aligns with this strategy and enables PBS to make repairs to improve the work environment for 1 million Federal employees nationwide and make sound and cost-effective investments that will reduce long-term costs to the American public and further the administration's climate resiliency goals.

In FY 2019, PBS initiated the Real Estate Investment and Savings Strategy to maximize GSA's efforts to drive long-term cost savings through real estate footprint optimization, lease cost avoidance, and resource optimization. These efforts have already produced significant savings to the public, and the FY 2022 budget request will allow PBS to continue delivering efficient and effective services to its customers. For example, GSA has achieved \$3.5 billion in cost avoidance through FY 2020 through its Lease Cost Avoidance initiative that focuses on negotiating favorable rates and reducing excess square footage. The strategy will also focus on capital investments that stimulate the economy and improve the climate efficiency of GSA's federally owned assets.



*Dollars in Millions

**Actual Year End Cost avoidance in 2020 is preliminary (represents progress through 2020)

PBS's FY 2022 budget request highlights specific capital investments that achieve immediate value by improving the safety and utilization of Federal buildings and long-term savings generated by reducing the Government's dependence on leasing privately-owned space. Support of PBS's full FY 2022 budget request, including the \$2.1 billion requested for capital investments, will enable GSA to implement this strategy. Additionally, the FY 2022 budget request supports GSA's commitment to providing facilities that support the diverse missions of Federal agencies safely and efficiently. This request builds off the American Jobs Plan, which proposes \$8 billion for the GSA buildings portfolio, \$5 billion in improvements to federally owned buildings and \$3 billion in construction and modernization of federally owned Land Ports of Entry. Coupled with full support of GSA's FY22 budget request, the American Jobs Plan proposal will help further PBS's ability to reduce the backlog of critical repairs and improvements of the Federal inventory.

PBS has balanced its FY 2022 capital investment between New Construction and Repairs and Alterations. The \$2.1 billion request includes \$1.7 billion in repairs and alterations projects to improve space utilization, safety, and condition of Government-owned assets and \$417 million in new construction projects to support the critically important missions of agencies and environmental remediation requirements. These strategic capital investments will provide cost-effective real estate solutions that improve national security and assist in securing our nation's borders. PBS incorporates LEED Gold standards in applicable capital investment projects, ensuring that space renovations are making a positive impact on the environment and implementing technologies that are recognized as reducing the impact on the climate. Also, reinvestment and space optimization in GSA's federally owned real estate portfolio will provide a funding source for future investments while enhancements will support GSA's partner agencies' needs to condense and right-size their space in an evolving real estate environment.

PBS is also requesting \$69 million in FY 2022 for the first of fifteen annual repayments to the Federal Capital Revolving Fund (FCRF) proposed in the American Jobs Plan, which will finance critical infrastructure needs of the Federal real property portfolio. The budget proposes two inaugural projects which will vastly improve the condition and utilization of two GSA facilities, capturing economies of scale and eliminating budget outyear uncertainty.

This request accounts for the additional operational requirements brought about by COVID-19, but also considers the lessons learned from the pandemic to save public investment dollars. The need for enhanced levels of disinfection services has impacted GSA's contractual obligations for all owned and leased facilities, however, funds provided under the CARES Act supports those obligations. GSA has met this challenge in FY 2022 by planning for and incorporating enhanced safety procedures. In addition to updating safety and cleaning requirements, PBS is meeting with each of its Federal occupant agencies to anticipate future space changes brought about by a more flexible, teleworking workforce as Federal agencies continue to operate during the pandemic. The implementation of "maximum" telework during the COVID-19 pandemic served as a proving ground that certain Government missions can continue successfully in a more virtual environment. If PBS is able to invest in federally owned building consolidation type projects in FY 2022 and beyond, it could absorb a significant potential reduction in the leased portfolio.

The FY 2022 budget requests a \$2.9 billion investment in Building Operations to maintain service and support for Federal tenants, and facilitate prudent management of real estate, including leased and federally owned space. The budget requests \$5.9 billion to meet the Government's commitments in space that PBS leases from private industry on behalf of Federal customers. Rental of Space costs are the largest expense for the FBF (48 percent) and therefore represent a significant savings opportunity for GSA if customer agencies can be relocated into federally owned space.

Saving public money through better management of Federal real estate is one of GSA's top priorities. As detailed below, full implementation of the PBS Real Estate Investment and Savings Strategy will generate significant savings by reducing GSA's real estate footprint, reducing the costs of lease extensions, and optimizing existing infrastructure and resources. The strategy will also capitalize on opportunities to reduce costly leased space, invest in capital construction that will stimulate the economy and implement technologies that have a positive impact on the climate.

Real Estate Investment and Savings Strategy

PBS's execution of the Real Estate Investment and Savings Strategy in FY 2022 will be a primary focus for the delivery of real estate solutions to Federal agencies and will provide savings to the American public. Full execution of this strategy is projected to reduce future GSA spending on leased space by several billion dollars. Implementation of this strategy in FY 2020 has already resulted in significant savings to the taxpayers. Over the duration of the replacement lease contracts, GSA has achieved \$3.5 billion in cost avoidance between FY 2018

and FY 2020 by capitalizing on space reductions, favorable rates in leases, and shrinking the Federal footprint. GSA will continue to work with its occupant agencies to right size their operations as GSA aims to meet future space needs in a telework friendly environment. The strategy consists of three components:

- **Footprint Optimization**
- **Lease Cost Avoidance**
- **PBS Resource Optimization and Productivity**

By highlighting these elements of the FY 2022 budget request, GSA intends to provide Congress with data and analysis that highlight the long-term costs and savings potential of different courses of action. The investment decisions reflected in this strategy, with a focus on leases and investment in current infrastructure, will optimize the return on investment to GSA's occupant agencies and the public for many years.

GSA welcomes a discussion about the opportunities to reduce future Federal spending on GSA's real estate portfolio while meeting the facility requirements of Federal agencies.

Footprint Optimization

PBS manages over 8,800 Federally owned and leased assets and maintains an inventory of nearly 370 million square feet of rentable space. PBS's real estate strategy is to meet the real property requirements of its Federal occupant agencies at the best value to the public and to ensure the Federal Government is housed in functional space (leased or owned) that is well maintained and in a state of good repair. The liabilities in the Federally owned portion of GSA's portfolio are growing due to GSA's limited access to the revenues in the FBF, which has resulted in a deteriorating inventory that increasingly does not meet customer agency expectations and is creating insurmountable challenges in GSA's capital portfolio. In addition, customer agencies and the public ultimately pay for more space and are increasingly reliant on leased space outdated configurations in owned facilities. It costs more to operate and repair older facilities and systems. The end result is that GSA's real estate holdings are not as efficient as they could be in supporting mission and functionality needs.

PBS is focusing its capital investments on those properties that will generate the funds needed to sustain the federally owned inventory, and for which there is a long-term need. PBS will, in the process, remove from its federally owned inventory those properties that are presently a fiscal and managerial drain on the portfolio and that now, or will in the near future, require significant capital repairs that are beyond the foreseeable ability of the FBF to afford. The result of the collective efforts described above will be a higher quality portfolio with a realigned cost structure that is better maintained and right-sized so that occupant agencies expend less capital on real estate and more on their core missions.

GSA's FY 2022 Capital Program is a critical component of the Footprint Optimization initiative and improves the condition, financial sustainability, and utilization of the federally owned inventory and saves the public over \$54.5 million a year in rent payments for leased facilities.

There are significant opportunities across the PBS portfolio where capital investment can be used to achieve long-term savings. Investment in major building improvements, new construction, and consolidation projects will accelerate the reduction of space by increasing space utilization and consolidation opportunities. The primary driver of savings in the PBS portfolio is reducing the amount of space that the Government occupies in leased facilities. In order to improve utilization and consolidation of leases, it is imperative that GSA has access to capital funds to reinvest in Government-owned properties that will make this transition successful.

GSA's FY 2022 Capital Investment Program supports projects that provide effective and sustainable workplace solutions for Federal agencies at the best value for the American public. When evaluating a client agency's needs, GSA considers options to: (1) repair and alter an existing building, (2) construct a new facility, or (3) lease property. After an assessment of options and a review of occupant agency needs across its portfolio, GSA will put forth a recommendation that provides the best option for Government agencies and the public.

Investing in federally owned assets will generate significant savings over the long term. The project below is an example of real estate consolidations within federally owned facilities and consolidations from leased space to federally owned facilities in the current request. The project requires a \$48.615 million investment that is included in a 30-year cost of ownership estimate of \$104.7 million, while the total cost of leasing over 30 years is \$200.5 million. This represents an opportunity to reduce future Federal spending by approximately \$4.1 million over the useful life of the project.

Investment versus Leasing Decision				
Proposed Project	Capital Investment Request	30-Year Cost of Ownership (including Capital Funding)	30-Year Cost of Leasing Option	30-Year Benefit of Capital Investment
Tacoma Union Station Tacoma, WA	\$ 48,615,000	\$ 104,713,000	\$ 200,551,000	\$ 4,105,000

Lease Cost Avoidance

During the period from FY 2022 through FY 2026, approximately 45 percent of PBS's leases will expire. Over 70 percent of the value of the expiring lease portfolio was replaced in FY 2020, an improvement of more than 30 percent over the past three years. Additionally, GSA anticipates further potential reductions in space as 'maximum telework' could impact permanent future real estate requirements. This creates a unique opportunity to restructure PBS's lease portfolio and meet occupant agency facility needs at a significantly reduced cost over the life of the replacement leases. In FY 2018, PBS initiated the Lease Cost Avoidance Plan to replace these

leases and restructure the PBS lease portfolio. At that time, PBS established a Lease Cost Avoidance goal of \$4.7 billion over the duration of the replacement lease contracts. In FY 2019, this approach was incorporated into the Real Estate Investment and Savings Strategy. In FY 2020, the expansion of telework due to the onset of the coronavirus pandemic created an opportunity for PBS to examine additional strategies.

The Lease Cost Avoidance Plan consists of three elements. First, replace expiring leases with those that have less square footage through space consolidations and moves to federally owned space. Second, achieve savings through replacing expiring/short term leases at 80% or greater with long term leases. Third, ensure that occupant agencies are provided flexible lease solutions at more efficient sizes to accommodate agencies' future space requirements.

Additionally, the future state of GSA's lease portfolio will be shaped by how agencies plan to return to workspaces. PBS will potentially be in a position to aggressively move forward with space reduction plans in order to achieve even greater lease cost avoidance.

PBS Resource Optimization and Productivity

The PBS Productivity initiative will improve the efficiency with which PBS delivers all programs by leveraging talent and improving processes and tools. This effort will plan for the workforce of the future, shift human capital, and ensure that PBS is focusing on high-value work.

PBS is evaluating resource needs across the organization to ensure that staff are in place and equipped to make the initiative successful. Strategic investment in human capital —specifically expertise in lease contracting, construction management, and cost estimating — will ensure that staff expertise is aligned with the opportunity to capitalize on upcoming lease expirations.

In addition, PBS is evaluating Robotics Process Automation (RPA) and process standardization that will increase capacity that can be redirected to higher-value work. Nationally standardized business processes will deliver greater efficiencies, enhance operational performance, and improve customer experience.

COVID-19 Impact and Response

As the Government's real estate provider, GSA has prioritized implementing the Centers for Disease Control and Prevention's (CDC) cleaning and disinfection guidelines, as well as CDC's guidelines for increasing ventilation and improving air filtration to ensure a safe working environment for employees returning to the workplace. To achieve this requirement in a constantly evolving response to the pandemic, GSA is implementing short and long-term strategies to provide for COVID-19-related expenses for currently known requirements. While the CARES Act (P.L. 116-136, 134 Stat. 281, 531) provided funding is projected to meet the short-term COVID-19 response requirements in FY 2020 and FY 2021 with a level of continued uncertainty in a highly dynamic environment, pre-pandemic cleaning requirements are being augmented to ensure a higher level of disinfection is provided to meet new and evolving CDC protocols. Therefore, the FY 2022 rent estimates provided to agencies in GSA's non-delegated

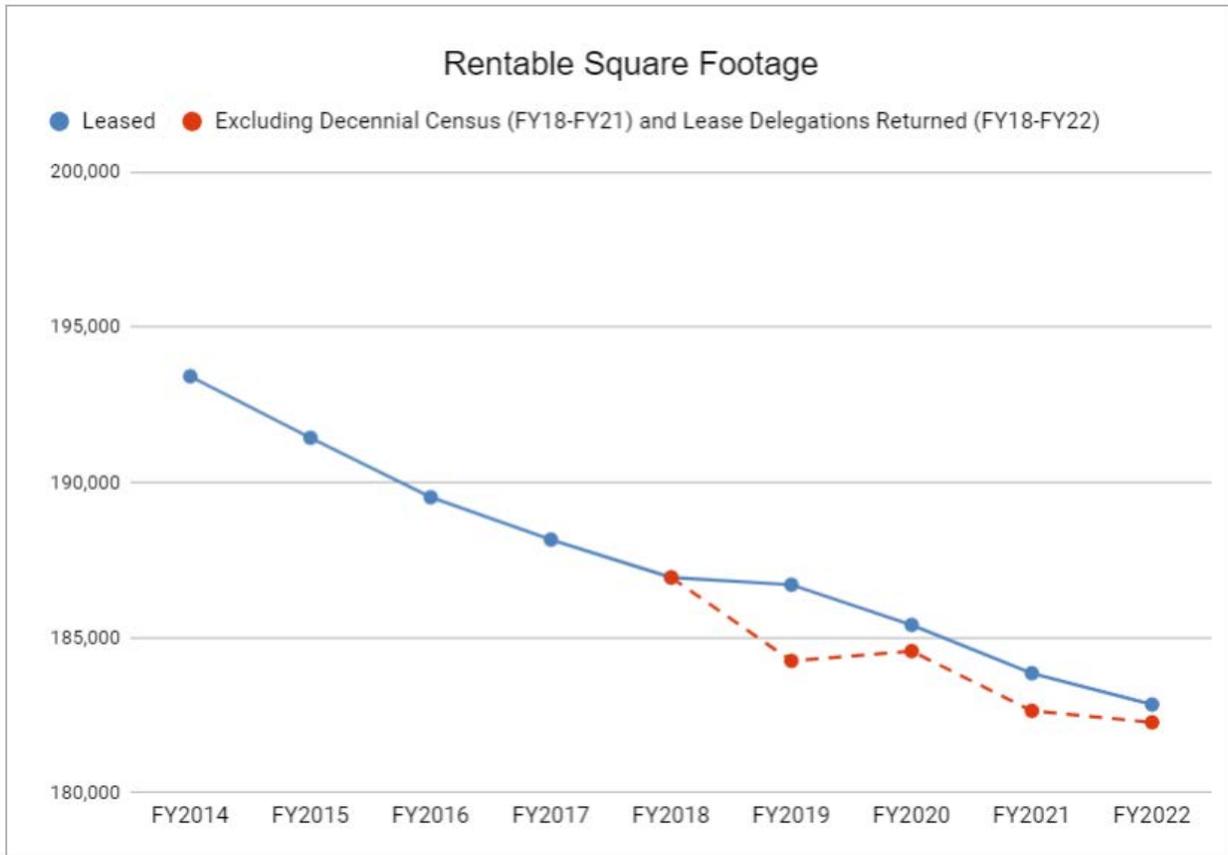
facilities include funding to provide enhancements to GSA's regular custodial service, situational cleaning in response to confirmed or suspected COVID-19 cases, increased ventilation and improved air filtration, and other additional building services, which align with CDC guidelines. These services do not include the routine cleaning and disinfection of occupant agency workstations or related personal property items. The Rent Estimate therefore includes a \$260 million increase in Rent. Including these services in NOA equates to \$147 million for Rental of Space and \$148.6 million for Building Operations. Unknown factors include future space requirements, as agencies adjust to needs that are fluid and ongoing. GSA will continue working with customer agencies to provide for these evolving resource requirements. Identifying and optimizing space utilization changes will, therefore, be a central aspect of PBS's future Resource Optimization and Productivity going forward.

Post COVID-19 Agency Space Reduction

GSA is leading the Federal Government during COVID-19 by incorporating on-site safety requirements and planning to adapt to a changing footprint that includes quickly evolving occupant agency requirements. Future space reductions will positively benefit the Government as a whole because, as agency space needs reduce, operational cost reductions will enable resources to be allocated elsewhere. Meeting these goals further necessitates support of the FY 2022 net positive budget authority for the FBF as GSA provides for future space needs and invests in capital projects during a time when agencies are right-sizing their future space requirements. Space reduction will be a necessity to responsibly modernize the current Federal landscape with regard to space suitability. This will correctly and responsibly ensure Federal dollars are utilized in an efficient manner.

Reduction of Leased Space Trend

The overall PBS portfolio is projected to include 184 million square feet of federally owned space and 183 million square feet of leased space in FY 2022. A major driver of future anticipated savings is the ability to reduce the amount of leased space in PBS's portfolio. The chart below shows the significant reduction in the leased footprint since FY 2014. GSA will continue to drive this reduction through optimization of the federally owned inventory and pursuit of consolidation opportunities within the leased inventory emphasizing higher utilization rates.



*Dollars in Thousands

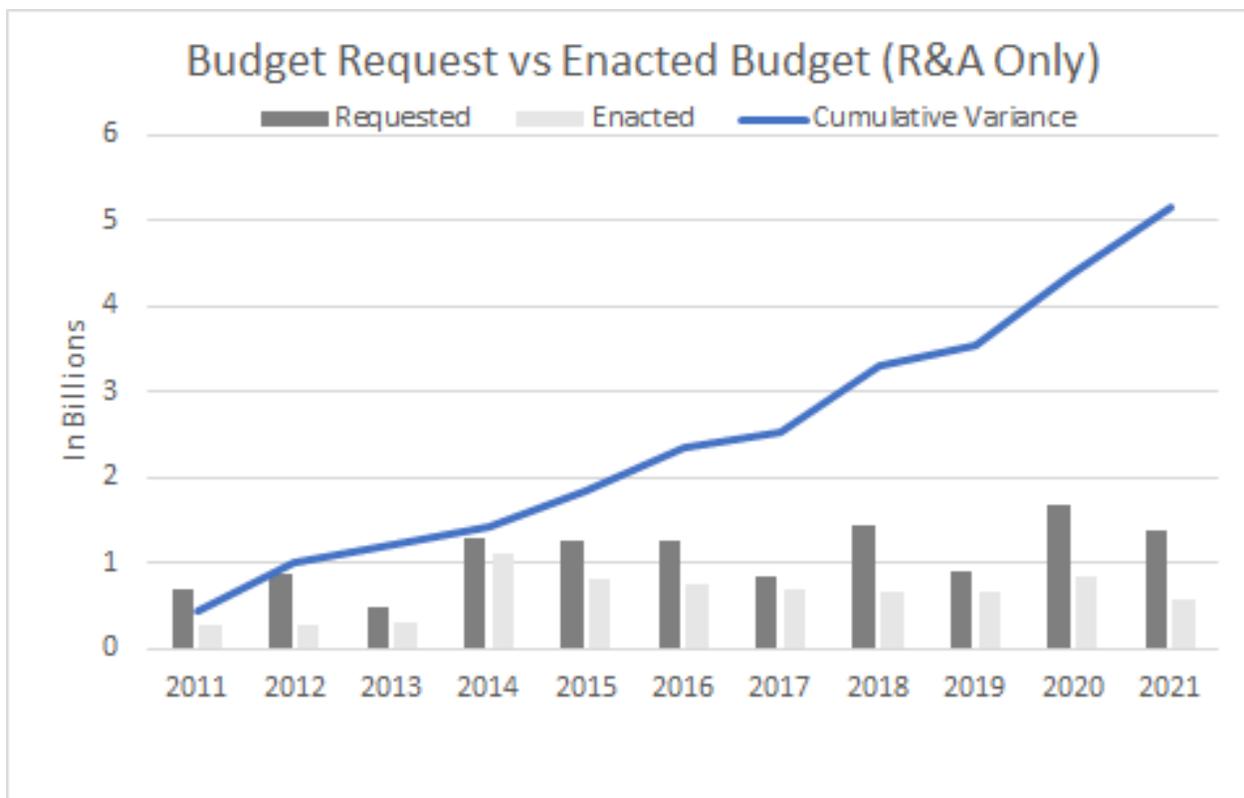
**FY22 dotted-line bullet represents the lease delegations returned data point only, as it is assumed no decennial census leases remain by FY22

Delegated Space Returning to GSA

Part of the increase in GSA’s leased inventory in FY 2022 is attributed to delegated facilities returning to GSA from other Federal agencies. During FY 2022, approximately 1.9 million rentable square footage (RSF) of leased space will be returned to the GSA inventory, resulting in a \$34.5 million increase in the total requirement for Rental of Space. The majority of the FY 2022 returned space is from the Labor Department, Department of Health and Human Services, Department of Agriculture, and the Justice Department. Although this increases the requirement in FY 2022, the additional costs were previously paid by other agencies to lessors. These costs will need to be recovered in GSA’s budget from rent collections from occupant agencies, and do not represent an overall net cost increase to the taxpayer for leased space within the Federal inventory. The returned delegations enable GSA to better manage the leasing of space for these agencies, allowing them to focus on mission-oriented work.

FBF Funding Trends

Revenue Collected vs. Reinvested



The FY 2022 budget request recognizes that GSA has a \$7.6 billion unavailable fund balance and is projected to accumulate an additional \$1.3 billion in FY 2021 for a total of \$8.9 billion. This fund balance has accumulated as a result of Congress using \$10.3 billion in FBF collections to offset increases for other agencies over the last ten years. This represents a trend in which GSA is collecting commercially equivalent rent from its occupant agencies but is precluded from reinvesting all of these funds in the aging Federal facilities occupied by those rent-paying agencies. In FY 2022, GSA is requesting positive net budget authority to adequately preserve and invest in the Federal Government's real estate assets. Providing positive net budget authority in FY 2022 will allow GSA to begin addressing the liabilities resulting from the \$10.3 billion in unappropriated FBF NOA over the last decade. Reduced budget authority impedes PBS's ability to fund critical repairs and improvements to the Federal inventory, resulting in avoidable increased costs due to delayed repairs and missed opportunities to consolidate space. When PBS is unable to adequately invest in facilities, the inventory deteriorates in quality and decreases in value, inevitably requiring more extensive repairs and alterations in the future. This, in turn, pushes Federal agencies into more costly leased space. By funding GSA at reduced levels, the Government is unable to capitalize on opportunities to make smart investments in the Federal real estate portfolio that will result in greater efficiencies and lower costs.

When Congress established the FBF, it provided dedicated resources through statutorily identified commercially equivalent rent collections to maintain the nation's public buildings. This commonsense approach emulates private sector real estate best practices by reinvesting into PBS's current assets. Income generated by the FBF funds the activities of PBS, including Minor and Major Repairs and Alterations, New Construction, Building Operations, Rental of Space, and the administrative costs associated with these programs. Since the FBF is subject to annual congressional enactment of NOA, reduction in appropriations can severely hinder the use of rent GSA collects from its occupant agencies. As shown in the table below, the appropriations process generally provided funding authority at or above the level of collections prior to FY 2011. However, over the past 11 years, the enacted funding has fallen well below the requested levels in all years except one.

Net Budget Authority - 15 Year History

(Dollars in Thousands)

	Presidents Budget Revenue Estimate	Enacted NOA	Net Budget Authority
FY2006	\$ 7,808,785	\$ 7,827,745	\$ 58,950
FY2007	\$ 7,844,979	\$ 7,598,426	\$ (203,215)
FY2008	\$ 7,916,272	\$ 8,012,414	\$ 146,219
FY2009	\$ 8,134,239	\$ 8,427,771	\$ 350,397
FY2010	\$ 8,222,539	\$ 8,443,585	\$ 287,406
FY2011	\$ 8,870,933	\$ 7,597,540	\$ (1,202,123)
FY2012	\$ 9,302,761	\$ 8,017,967	\$ (1,205,174)
FY2013	\$ 9,777,590	\$ 8,024,967	\$ (1,665,003)
FY2014	\$ 9,950,560	\$ 9,370,042	\$ (580,518)
FY2015	\$ 9,917,667	\$ 9,238,310	\$ (679,357)
FY2016	\$ 9,807,722	\$ 10,196,124	\$ 388,402
FY2017	\$ 10,178,339	\$ 8,845,147	\$ (1,348,192)
FY2018	\$ 9,950,519	\$ 9,214,414	\$ (736,105)
FY2019	\$ 10,131,673	\$ 9,496,282	\$ (467,606)
FY2020	\$ 10,203,596	\$ 8,856,530	\$ (1,347,066)
FY2021	\$ 10,338,375	\$ 9,065,489	\$ (1,322,868)

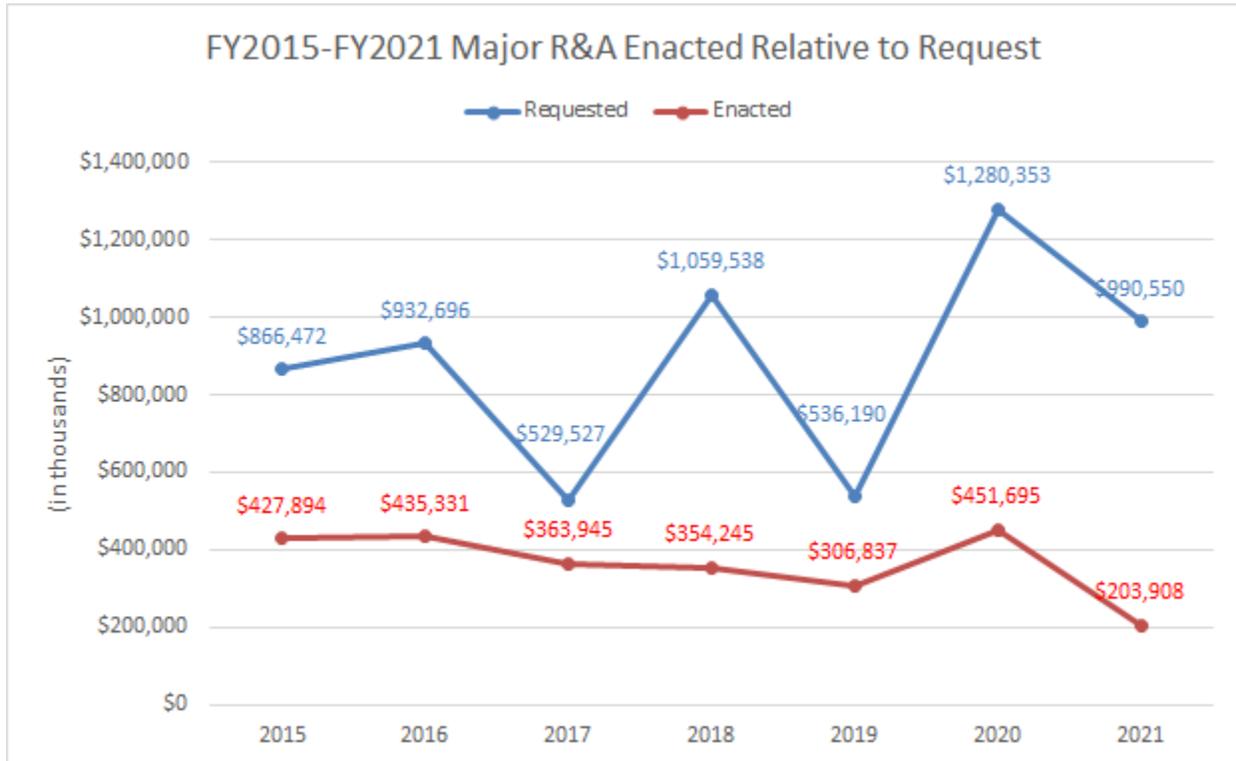
*Net Budget Authority does not include rescission of prior year funding, transfers, or supplemental appropriations.

Investment in Infrastructure

From FY 2015 to FY 2021, GSA requested a total of \$6.2 billion in Major R&A authority and received \$2.5 billion or 41 percent of the requested authority, despite having collected the requested funds through rent charged to occupant agencies and other collections deposited in the FBF. Considering the scale of GSA's current portfolio, this FY 2022 request emphasizes GSA's requirement to reinvest in and provide appropriate stewardship for its current assets. The

U.S. General Services Administration
Federal Buildings Fund

FY 2022 budget request includes \$1.7 billion for Major Repairs and Alterations. These funds will be reinvested in more than 24 high-value assets spread across 15 states and the District of Columbia. GSA's Major Repairs and Alterations Special Emphasis Programs will also provide the necessary funds to improve the condition, safety, and utilization of multiple facilities nationwide.



Major Repairs and Alterations	2015	2016	2017	2018	2019	2020	2021
Requested	\$866,472	\$932,696	\$529,527	\$1,059,538	\$536,190	\$1,280,353	\$990,550
Enacted	\$427,894	\$435,331	\$363,945	\$354,245	\$306,837	\$451,695	\$203,908
% Enacted	49.38%	46.67%	68.73%	33.43%	57.23%	35.28%	20.59%

Resources, New Obligational Authority, Fund Balance, and Mandatory Authority

(Dollars in Thousands, excludes Indefinite Authority)

The PBS net positive budget authority request is outlined in the table below, showing the distribution of estimated revenue into each of the FBF budget activities as NOA. The following sections highlight each activity and how PBS will maximize the value of the budget authority.

	FY 2020 Enacted	FY 2021 Enacted	FY 2022 Request
Resources:			
Available from prior year for appropriation	\$ 6,265,897	\$ 7,628,614	\$ 8,951,501
Appropriation	\$ 275,000	\$ -	
Transfer	\$ (10)	\$ -	\$ -
Revenue from operations:			
Rent	\$ 10,332,021	\$ 10,355,619	\$ 10,604,401
Miscellaneous	\$ 24,268	\$ -	\$ -
Outleasing	\$ 1,557	\$ 7,788	\$ 5,778
Retention of Proceeds (Sale of Real Property)	\$ 84,626	\$ 13,500	\$ 15,000
SSA/CDC/CMS Payments	\$ 15,667	\$ 11,468	\$ 11,470
Subtotal, Revenue	\$ 10,458,140	\$ 10,388,375	\$ 10,636,648
Total Resources Available	\$ 16,999,027	\$ 18,016,989	\$ 19,588,149
New Obligational Authority:			
Construction and Acquisition	\$ 159,719	\$ 230,000	\$ 417,202
Major Repairs and Alterations	\$ 406,849	\$ 203,908	\$ 1,267,383
Basic Repairs and Alterations	\$ 382,057	\$ 372,673	\$ 388,710
Installment Acquisition Payments	\$ -	\$ -	\$ 69,024
Rental of Space	\$ 5,713,954	\$ 5,725,464	\$ 5,913,185
Building Operations	\$ 2,432,834	\$ 2,533,444	\$ 2,945,005
CARES Act	\$ 275,000	\$ -	\$ -
Total New Obligational Authority	\$ 9,370,413	\$ 9,065,489	\$ 11,000,509
Fund Balance:			
Total Resources Available	\$ 16,999,027	\$ 18,016,989	\$ 19,588,149
Total New Obligational Authority	\$ (9,370,413)	\$ (9,065,489)	\$ (11,000,509)
Changes to Prior Year Authority	\$ -	\$ -	\$ -
Fund Balance (Available for Appropriation)	\$ 7,628,614	\$ 8,951,501	\$ 8,587,640
Net Budget Authority	\$ (1,087,727)	\$ (1,322,886)	\$ 363,861

Note: FY20 enacted includes supplemental appropriations, transfers, and reprogrammings. This table does not reflect the requested transfer and obligational authority from the Federal Capital Revolving Fund. The FCRF payback is reflected in Installment Acquisitions.

Mandatory Authority Request:

*U.S. General Services Administration
Federal Buildings Fund*

	FY 2020 Enacted	FY 2021 Enacted	FY 2022 Request
Resources:			
Mandatory Appropriation (American Jobs Plan)	\$ -	\$ -	\$ 8,000,000
Total Resources Available	\$ -	\$ -	\$ 8,000,000
New Obligational Authority:			
American Jobs Plan	\$ -	\$ -	\$ 8,000,000
Total New Obligational Authority	\$ -	\$ -	\$ 8,000,000
Fund Balance:			
Total Resources Available	\$ -	\$ -	\$ 8,000,000
Total New Obligational Authority	\$ -	\$ -	\$ (8,000,000)
Fund Balance (Available for Appropriation)	\$ -	\$ -	\$ -
Net Budget Authority	\$ -	\$ -	\$ -

Note: The mandatory appropriations for the American Jobs Plan is requested separately from the Federal Buildings Fund.

The requested funding includes:

(1) \$417 million for Construction and Acquisition of Facilities, to provide funding for the following projects:

CONSTRUCTION AND ACQUISITION OF FACILITIES SUMMARY OF FY 2022 PROGRAM (Dollars in Thousands)	
	FY 2022 NOA Request
New Construction:	
Washington, DC DHS Consolidation at St. Elizabeths	\$ 253,797
Washington, DC Southeast Federal Center Remediation	\$ 9,000
Kansas City, MO Hardesty Federal Complex Remediation	\$ 28,553
Subtotal, Executive Agencies	\$ 291,350
Calexico West, CA U.S. Land Port of Entry Phase IIB	\$ 103,376
Subtotal, Land Ports of Entry	\$ 103,376
San Juan, PR New U.S. Courthouse	\$ 22,476
Subtotal, Courthouses	\$ 22,476
Total FY 2022 Construction and Acquisition of Facilities Program	\$ 417,202

U.S. General Services Administration
Federal Buildings Fund

(2) \$1.7 billion for Repairs and Alterations, including \$389 million for Basic Repairs and Alterations, and to provide funding for the following Major Repair and Alteration projects:

REPAIRS AND ALTERATIONS SUMMARY OF FY 2022 PROGRAM (Dollars in Thousands)	
	FY 2022 Request TOTAL
Nonprospective (Basic) Repairs and Alterations Program	\$ 388,710
Major Repairs and Alterations Projects	
Washington, DC Regional Office Building Phase 2	\$ 89,172
Suitland, MD Suitland Federal Campus	\$ 20,000
Tacoma, WA Tacoma Union Station	\$ 48,615
Detroit, MI Patrick V. McNamara Federal Building Garage	\$ 20,734
Washington, DC Ronald Reagan Building Complex	\$ 64,800
Indianapolis, IN Major General Emmett J. Bean Federal Center	\$ 44,239
Indianapolis, IN Minton-Capehart Federal Building	\$ 19,373
Boston, MA Thomas P. O'Neill Jr. Federal Building	\$ 15,107
Honolulu, HI Prince J. Kuhio Kalaniana'ole Federal Building and U.S. Courthouse	\$ 44,364
Oklahoma City, OK William J. Holloway Jr. U.S. Courthouse and U.S. Post Office and Courthouse	\$ 86,325
Cleveland, OH Metzenbaum U.S. Courthouse	\$ 21,467
Ogden, UT James V. Hansen Federal Building	\$ 21,857
Pittsburgh, PA Joseph F. Weis, Jr. U.S. Courthouse	\$ 32,748
Vicksburg, MS Mississippi River Commission	\$ 23,749
Los Angeles, CA 11000 Wilshire Federal Building	\$ 31,410
Sacramento, CA 801 I Street Federal Building	\$ 13,585
Beaumont, TX Jack Brooks Federal Building U.S. Post Office and Courthouse	\$ 57,205
Kansas City, MO 8930 Ward Parkway	\$ 23,919
Akron, OH Seiberling Federal Building and U.S. Courthouse	\$ 22,648
Cincinnati, OH Potter Stewart U.S. Courthouse	\$ 51,951
Washington, DC Robert F. Kennedy Building Elevators	\$ 33,539
Washington, DC William Jefferson Clinton North/South Federal Buildings	\$ 51,111
Boston, MA John F. Kennedy Federal Building	\$ 154,065
Clarksburg, WV Clarksburg Post Office and U.S. Courthouse	\$ 55,400
Subtotal, Major Repair and Alterations Projects	\$ 1,047,383
Major Repair and Alterations Special Emphasis Programs	
Consolidation Activities Program	\$ 25,000
Climate and Resilience	\$ 100,000
Fire Protection and Life Safety Program	\$ 50,000
Child Care Facilities Security and Systems Improvements	\$ 45,000
Subtotal, Major Repair and Alterations Special Emphasis Programs	\$ 220,000
Subtotal, Major Repair and Alterations Program	\$ 1,267,383
Total FY 2022 Repairs and Alterations Program	\$ 1,656,093

(3) \$69 million for Installment Acquisition Payments, for statutorily required annual repayment to the Federal Capital Revolving Fund for purchase transfers received in Fiscal Year 2022.

(4) \$5.9 billion for Rental of Space, to acquire and administer leasehold interests in privately owned facilities when federally owned space is not available or does not meet the specific requirements of occupant agencies. This amount funds annual rent for current leases, real estate taxes and other one-time payments, as well as rent increases associated with replacement leases and expansion space.

(5) \$2.9 billion for Building Operations, to provide services for both federally owned and leased facilities, as well as the administration and management of all PBS real property programs. Of the total amount requested in support of Building Operations, the Building Services allocation funds services and cost increases for cleaning, utilities, maintenance, and other related services. The Salaries and Expenses allocation within Building Operations supports PBS personnel costs excluding reimbursable FTE, PBS-specific IT applications and PBSs contribution to the Working Capital Fund (WCF).

Lastly, PBS projects \$1.4 billion of reimbursable services provided to and paid for by other agencies, including funding for 270 FTEs. PBS also projects \$242 million in permanent indefinite authority from leased expansion space, outleasing, energy rebates, and revenue from the sale of recyclable materials.

Crosswalk of FY 2020 New Obligational Authority

(Dollars in Thousands)

	P.L. 116-93 Enacted 12/20/2019	Approved Reprogramming / Transfers	Total FY 2020 Enacted, Reprogramming/ Transfers	Indefinite Authority	FY 2020 Authority
New Obligational Authority:					
Construction and Acquisition	\$ 152,400	\$ 7,319	\$ 159,719	\$ -	\$ 159,719
Major Repairs and Alterations	\$ 451,695	\$ (60,319)	\$ 391,376	\$ 15,473	\$ 406,849
Minor Repairs and Alterations	\$ 382,057	\$ -	\$ 382,057	\$ -	\$ 382,057
Rental of Space	\$ 5,497,561	\$ 25,000	\$ 5,522,561	\$ 191,393	\$ 5,713,954
Building Operations	\$ 2,372,817	\$ 28,000	\$ 2,400,817	\$ 32,017	\$ 2,432,834
Disaster Recovery	\$ -	\$ -	\$ -	\$ -	\$ -
CARES Act	\$ 275,000	\$ -	\$ 275,000	\$ -	\$ 275,000
Non Expenditure Transfer	\$ -	\$ -	\$ -	\$ -	\$ -
Total, New Obligational Authority	\$ 9,131,530	\$ -	\$ 9,131,530	\$ 238,883	\$ 9,370,413

1. Transferred \$32 million from Major Repairs and Alterations to Construction and Acquisition for the Hardesty Federal Complex remediation in Kansas City, MO and Denver Federal Center FDA laboratory construction in Lakewood, CO.
2. Transferred \$28 million from Major Repairs and Alterations to Building Operations.
3. Transferred \$25 million from Construction & Acquisition to Rental of Space.

Indefinite Authority

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Plan	FY 2022 Request
Repairs and Alterations:			
Historical Outleasing	\$ 12,142	\$ 12,000	\$ 13,333
Energy Rebates	\$ 3,401	\$ 10,000	\$ 10,000
International Trade Center	\$ -	\$ 4,080	\$ 4,080
Recycling	\$ (69)	\$ 700	\$ 700
Total, Repairs and Alterations	\$ 15,473	\$ 26,780	\$ 28,113
Rental of Space: Leased Expansion Space	\$ 191,393	\$ 138,135	\$ 172,092
Building Operations:			
International Trade Center - Building Services	\$ 26,277	\$ 35,531	\$ 35,661
International Trade Center - Salaries and Expenses	\$ 300	\$ 666	\$ 419
Cooperative Use Act - Outleasing	\$ 3,358	\$ 3,553	\$ 3,520
National Antenna Program	\$ 2,082	\$ 2,220	\$ 2,155
Total, Building Operations	\$ 32,017	\$ 41,970	\$ 41,755
Total Indefinite Authority	\$ 238,883	\$ 206,885	\$ 241,960

Note: Indefinite authorities are not included in reported resources or new obligational authority.

U.S. General Services Administration
Federal Buildings Fund

Obligations by Object Classification

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Plan	FY 2022 Request
11.1 Full-time, permanent.....	\$ 566,448	\$ 587,491	\$ 640,833
11.3 Other than full-time permanent.....	\$ 5,743	\$ 4,546	\$ 4,957
11.5 Other personnel compensation.....	\$ 11,230	\$ 15,825	\$ 17,261
11.8 Special personnel services payments.....	\$ 5	\$ 2	\$ 2
12.1 Civilian personnel benefits.....	\$ 203,280	\$ 193,352	\$ 219,230
21.0 Travel and transportation of persons.....	\$ 4,964	\$ 2,366	\$ 11,051
22.0 Transportation of things.....	\$ 47	\$ 25	\$ 26
23.1 Rental payments to GSA	\$ 0	\$ 0	\$ 0
23.2 Rental payments to others.....	\$ 5,765,140	\$ 5,770,570	\$ 5,913,644
23.3 Communications and utilities.....	<u>\$ 386,918</u>	<u>\$ 398,339</u>	<u>\$ 431,093</u>
Subtotal, Rent, communications & utilities...	\$ 6,152,059	\$ 6,168,909	\$ 6,344,737
24.0 Printing and reproduction.....	\$ 146	\$ 184	\$ 177
25.1 Advisory and assistance services.....	\$ 501,239	\$ 466,543	\$ 463,804
25.2 Other services.....	\$ 76,656	\$ 59,904	\$ 67,927
25.3 Goods & services from Gov't accounts.....	\$ 432,000	\$ 436,876	\$ 455,600
25.4 Operation and maintenance of facilities.....	\$ 1,949,352	\$ 1,681,346	\$ 1,822,970
25.6 Medical care.....	\$ 330	\$ 80	\$ 205
25.7 Operation and maintenance of equipment.....	<u>\$ 28,127</u>	<u>\$ 28,242</u>	<u>\$ 34,530</u>
25.8 Subsistence and support of persons.....	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Subtotal, Contractual services.....	\$ 2,987,704	\$ 2,672,991	\$ 2,845,036
26.0 Supplies and materials	\$ 10,706	\$ 15,185	\$ 11,939
31.0 Equipment.....	\$ 72,146	\$ 72,957	\$ 84,632
32.0 Land and structures.....	\$ 1,657,224	\$ 1,791,965	\$ 2,583,912
41.0 Grants, subsidies, and contributions.....	-\$ 6	\$ 0	\$ 0
42.0 Insurance claims and indemnities.....	\$ 140	\$ 633	\$ 633
43.0 Interest and dividends.....	\$ 33,991	\$ 31,870	\$ 34,117
44.0 Refunds	\$ 38	\$ 0	\$ 0
94.0 Financial Transfers	\$ 0	\$ 0	\$ 69,024
99.9 Total Obligations.....	\$ 11,705,864	\$ 11,558,303	\$ 12,867,568
Subtotal, PC&B.....	\$ 786,706	\$ 801,216	\$ 882,284
Subtotal, Non-labor.....	\$ 10,919,165	\$ 10,757,087	\$ 11,985,284

Note: The above total obligations include funds from carryover and prior year recoveries. Includes initial obligations from an anticipated transfer in FY22 from the Federal Capital Revolving Fund and obligations from the American Jobs Plan appropriation.

Obligations by Program

(Dollars in Thousands)

	FY 2020 Actual		FY 2021 Plan		FY 2022 Request		Increase/(Decrease) FY 2022 Request	
	FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
FTE and Obligations:								
1. Construction and Acquisition		\$ 1,057,339		\$ 634,644		\$ 574,701		\$ (59,943)
2. Repairs and Alterations		\$ 613,246		\$ 981,566		\$ 994,439		\$ 12,873
4. Construction of Lease Purchase Facilities		\$ -		\$ -		\$ -		\$ -
5. Installment Acquisition Payments		\$ -		\$ -		\$ 69,024		\$ 69,024
6. Pennsylvania Avenue Activities								
a) Repairs and Alterations		\$ -		\$ -		\$ -		\$ -
b) Building Operations - Building Services		\$ -		\$ -		\$ -		\$ -
7. International Trade Center								
a) Repairs and Alterations		\$ 1,317		\$ -		\$ -		\$ -
b) Building Operations - Building Services		\$ 28,318		\$ -		\$ -		\$ -
c) Building Operations - Salaries and Expenses		\$ 407		\$ -		\$ -		\$ -
8. Rental of Space		\$ 5,746,687		\$ 5,725,464		\$ 5,913,185		\$ 187,721
9. Building Operations	5,182	\$ 2,452,546	5,269	\$ 2,762,504	5,283	\$ 3,134,798	14	\$ 372,294
10. Reimbursable	270	\$ 1,684,586	270	\$ 1,180,000	270	\$ 1,181,421	-	\$ 1,421
11. Disaster Recovery		\$ 75,853		\$ 86,293		\$ -		\$ (86,293)
12. CARES Act		\$ 45,565		\$ 187,832		\$ -		\$ (187,832)
13. American Jobs Plan		\$ -		\$ -		\$ 1,000,000		\$ 1,000,000
Total FTE and Obligations	5,452	\$ 11,705,864	5,539	\$ 11,558,303	5,553	\$ 12,867,568	14	\$ 1,309,265

Note: The above total obligations include funds from carryover and prior year recoveries. FTE reported in the President's Budget Appendix for FY 2020 and FY 2021 does not include reimbursable FTE. Includes initial obligations in Repairs and Alterations from an anticipated transfer in FY22 from the Federal Capital Revolving Fund.

FY 2022 Capital Program - Construction and Acquisition of Facilities

Program Description

This activity provides for the construction or purchase of prospectus-level facilities, prospectus-level additions to existing buildings, and remediation. All costs directly attributable to site acquisition, construction, the full range of design and construction services, and management and inspection of construction projects are funded under this activity.

Program Strategy

The FY 2022 request of \$417 million for new construction is an essential component of the Real Estate Investment and Savings Strategy. The list of new construction projects was determined based on a GSA review of each project and rating its priority relative to other potential projects. The following factors were considered:

- Serving PBS's Partners: Agency priority and existing master plans;
- Responsible Asset Stewardship: Condition of the facility being replaced including the building systems, security and functionality of the space, funds received to date, existing occupancy status and housing plan, and support of local and national portfolio plans;

- Delivering Better Value and Savings: Lease cost avoidance and return on investment; and
- Reducing the Federal Footprint: Space recapture and utilization rate improvement.

The FY 2022 Construction and Acquisition program request is \$417 million and reflects GSA's support of investments in border and homeland security projects, projects to improve the safety and condition of Government-owned assets, addressing known environmental liabilities, and activities in support of the Administration's direction to reduce the cost of operating the Federal Government and improving the portfolio's climate impact and resiliency.

- At the request level, GSA will invest an additional \$254 million for the continued consolidation of the Department of Homeland Security (DHS) in the National Capital Region at the St. Elizabeths Campus. By bringing DHS Headquarters components into a single Government-owned campus, DHS will avoid incurring higher costs for commercial leases and enable its employees to collaborate more readily in a secure working environment. To date, appropriations to GSA for this consolidation have exceeded \$1.5 billion, but since FY 2017, GSA's funding requests have gone unfunded. The original project has been delayed several years. Continued support of this vital project will result in halting further delays and allow the Government to significantly reduce its DHS leased portfolio in the National Capital Region.
- GSA's request includes \$103.4 million for the land port of entry (LPOE) project at Calexico West, CA. This request will allow for the completion of the ongoing reconfiguration and expansion of the Calexico West LPOE. The reconfiguration and expansion of the existing LPOE facilities, which currently lack the infrastructure capacity to fulfill traffic demands and meet the latest security requirements, are critical for the Federal inspection agencies as they complete their missions of securing our Nation's borders.
- In support of the Judiciary's priorities for Courthouse construction, GSA proposes \$22.5 million for the design of a new U.S. Courthouse Annex in the Hato Rey section of San Juan, PR.
- GSA supports the ongoing remediation efforts at the Southeast Federal Center (SEFC) in Washington, DC and the Hardesty Federal Complex in Kansas City, MO and requests \$9 and \$28.553 million respectively for these efforts. Remediation of the extensive environmental contamination has been underway at SEFC for several years and while funding was requested in FYs 2017, 2019, 2020, and 2021, funds have not been received since FY 2010. GSA requested \$ 27.268 million in support of the Hardesty Complex Remediation effort but funds were not received. GSA was able to however, transfer \$3 million in Major R&A appropriations in FY 2019 to begin the effort. GSA again requested \$28.553 million in FY 2021 to complete the remediation, but no funds were received.

Construction and Acquisition of Facilities

(Dollars in Thousands)

	FUNDED TO DATE	ESTIMATED TOTAL PROJECT COST			FY 2022 REQUEST							
		SITE	DESIGN	CONSTRUCTION	M&I	TOTAL	SITE	DESIGN	CONSTRUCTION	M&I	TOTAL	
New Construction:												
Washington, DC DHS Consolidation at St. Elizabeths	\$ 1,591,000	\$ 6,722	\$ 260,961	\$ 2,437,054	\$ 155,598	\$ 2,860,335	\$ -	\$ 47,965	\$ 189,145	\$ 16,687	\$ 253,797	
Washington, DC Southeast Federal Center Remediation	\$ 75,856	\$ 91,356	\$ -	\$ -	\$ 91,356	\$ 91,356	\$ 9,000	\$ -	\$ -	\$ -	\$ 9,000	
Kansas City, MO Hardesty Federal Complex Remediation	\$ 3,000	\$ -	\$ -	\$ 30,357	\$ 1,196	\$ 31,553	\$ -	\$ -	\$ 27,357	\$ 1,196	\$ 28,553	
Subtotal, Executive Agencies	\$ 1,669,856	\$ 98,078	\$ 260,961	\$ 2,467,411	\$ 156,794	\$ 2,983,244	\$ 9,000	\$ 47,965	\$ 216,502	\$ 17,883	\$ 291,350	
Calxico West, CA U.S. Land Port of Entry Phase IIB	\$ 312,849	\$ 5,000	\$ 23,119	\$ 356,811	\$ 31,295	\$ 416,225	\$ -	\$ 2,332	\$ 93,973	\$ 7,071	\$ 103,376	
Subtotal, Land Ports of Entry	\$ 312,849	\$ 5,000	\$ 23,119	\$ 356,811	\$ 31,295	\$ 416,225	\$ -	\$ 2,332	\$ 93,973	\$ 7,071	\$ 103,376	
San Juan, PR New U.S. Courthouse	\$ -	\$ -	\$ 22,476	\$ 219,307	\$ 20,389	\$ 262,172	\$ -	\$ 22,476	\$ -	\$ -	\$ 22,476	
Subtotal, Courthouses	\$ -	\$ -	\$ 22,476	\$ 219,307	\$ 20,389	\$ 262,172	\$ -	\$ 22,476	\$ -	\$ -	\$ 22,476	
Total FY 2022 Construction and Acquisition of	\$ 1,982,705	\$ 103,078	\$ 306,556	\$ 3,043,529	\$ 208,478	\$ 3,661,641	\$ 9,000	\$ 72,773	\$ 310,475	\$ 24,954	\$ 417,202	

New Construction - Project Descriptions

California

Calexico, CA Calexico West Land Port of Entry Phase IIB.....\$103,376,000

GSA proposes \$103.376 million for construction of Phase IIB of a two-phase project to reconfigure and expand the existing land port of entry (LPOE) in downtown Calexico, CA. The project includes new pedestrian processing and privately owned vehicle (POV) inspection facilities, a new head house to provide supervision and services to the non-commercial vehicle inspection area, new administration offices, and a parking structure. The expanded facilities will occupy both the existing inspection compound and the site of the former commercial inspection facility, decommissioned in 1996 when commercial traffic was redirected to the newly completed LPOE six miles east of downtown Calexico.

The existing LPOE is a pedestrian and vehicle inspection facility constructed in 1974. It comprises a main building and a decommissioned commercial inspection building. The project includes the creation of new pedestrian and POV inspection facilities and expansion of the port onto the site of the former commercial inspection facility. The commercial inspection operation was moved to Calexico East in 1996. POV inspection facilities will include expanded northbound inspection lanes, new southbound inspection lanes, and a parking structure. There will be new administration space, a new head house and design guide-mandated secondary inspection stations serving both northbound and southbound traffic. The project will be constructed in two phases.

The first phase included a head house, ten of the project's northbound POV inspection lanes, all southbound POV inspection lanes with temporary asphalt paving, and a bridge across the New River for southbound POV traffic. Due to enacted split funding of the second phase in FY 2019, Phase II has been broken further into two sub-phases: Phase IIA, funded in FY 2019, included the remaining northbound POV lanes, expansion of the secondary inspection canopy, southbound POV inspection islands, booths, canopies and concrete paving, an administration building, an employee parking structure, and a vehicle seizure lot. The FY 2022 request for Phase IIB includes a pedestrian processing building with expanded northbound pedestrian inspection stations, demolition of legacy facilities, and significant earthwork.

The FY 2022 request is for Design (\$2.332 million), Construction (\$93.973 million) and Management and Inspection (\$7.071 million).

District of Columbia

Washington, DC DHS Consolidation at St. Elizabeths.....\$253,797,000

GSA proposes \$253.797 million to continue the ongoing development of the Department of Homeland Security (DHS) consolidated Headquarters (HQ) at the St. Elizabeths Campus in accordance with the established Master Plan by: 1) commencing design on a below-grade parking structure adjacent to Gate No. 1 along Martin Luther King, Jr. Avenue to accommodate visitors to the campus as well as employee parking; 2) commencing design and construction of a new headquarters building that will house the Office of Intelligence and Analysis (I&A); (3) design of a new Federal building to house the headquarters operations of the DHS Immigration and Custom Enforcement (ICE) and a portion of the headquarters function of Customs and Border Protection (CBP) currently located in several leases in Washington, DC; 4) design and construction of warehouse; 5)adaptive reuse of buildings 64 and 52; 6) commencing design and construction of additional campus infrastructure improvements to support upcoming headquarters building construction as well as additional utility capacity, slope stabilization, and site perimeter security; 7) ongoing historic preservation activities; and 8) and management and inspection funding for these activities.

By bringing DHS headquarters components into a single government-owned campus, DHS will avoid incurring higher costs for commercial leases and enable its employees to collaborate more readily in a secure working environment. On the St Elizabeths West Campus, GSA and DHS previously completed the construction of the Munro Building occupied by the U.S. Coast Guard and the historic Center Building occupied by the Secretary of Homeland Security and the senior leadership team. GSA is currently undertaking the design and construction of a new facility to house the Headquarters of the Cybersecurity and Information Security Agency (CISA) currently located in more than nine leased locations in Northern Virginia.

The FY 2022 request is for Design (\$47,965,000), Construction (\$189,145,000) and Management and Inspection (\$16,687,000).

Washington, DC Southeast Federal Center Remediation.....\$9,000,000

GSA proposes \$9 million for the continued remediation of the Southeast Federal Center (SEFC). SEFC is a 53-acre site, in the southeast quadrant of the District of Columbia along the Anacostia River. Congress previously authorized the GSA to redevelop this property by entering into agreements with private entities to enhance the value of the site to the Federal Government.

Remediation of extensive environmental contamination has been underway at the site for several years to comply with a Consent Decree from the U.S. District Court for the District of Columbia. GSA will continue to fund mitigation requirements related to a Consent Order from the Environmental Protection Agency pursuant to section 3013 of the Solid Waste Disposal Act, commonly referred to as the Resource Conservation and Recovery Act of 1976, as amended by

the Hazardous and Solid Waste Amendments of 1984, 42 U.S.C. § 6934, and the provisions of the development agreement with Forest City Washington. Compliance with the remediation requirements of the Consent Decree, the Consent Order and the development agreement are necessary to enable the site to be redeveloped and will continue until all of the remediation requirements have been satisfied.

The FY 2022 request is for Construction (\$9 million).

Missouri

Kansas City, MO Former Hardesty Federal Complex Remediation.....\$28,553,000

GSA proposes \$28.553 million for remediation of soil and sediment on the former Hardesty Federal Complex, an 18-acre parcel located at 607 Hardesty Avenue, Kansas City, MO. While under Federal control, underground storage tanks deteriorated and fluids leaked into the soil and groundwater on the property and onto the adjoining residential parcels. The chemical trichloroethylene, commonly referred to as TCE, is the current source of groundwater pollution.

The Kansas City Quartermaster Depot occupied this property from 1940 to 1953, with GSA assuming custody and control in 1960 from the Department of Defense. The former Hardesty Federal Complex was home to several Federal agencies until the complex was vacated in the early 2000s and sold by GSA in 2011 through a public auction to the Hardesty Renaissance Economic Development Corporation, a Missouri non-profit corporation. Although the Federal Government no longer owns the property, GSA remains responsible for the environmental remediation pursuant to the Comprehensive Environmental Response, Compensation and Liability Act, 42 U.S.C. § 9601, *et seq.* GSA's obligations for the environmental remediation of the property are memorialized in an April 2014 Administrative Order on Consent and Agreement, Order No. HWP-2014-001, with the State of Missouri.

The FY 2022 request is for Construction (\$27.357 million) and Management and Inspection (\$1.196 million).

Puerto Rico

San Juan New U.S. Courthouse.....\$22,476,000

GSA proposes \$22.476 million for the design of a new U.S. Courthouse annex of approximately 153,000 gross square feet (GSF), including 35 inside parking spaces, in the Hato Rey section of San Juan, PR. The project will meet the 10-year space needs of the courts and court-related agencies, and the complex will accommodate expansion to meet the anticipated 30-year needs of the courts. The Judiciary's Courthouse Project Priorities List (approved by the Judicial Conference of the United States in September 2020) includes a courthouse project in San Juan.

The Judicial Conference of the United States designated Hato Rey as a judicial space emergency, prioritizing it above all new courthouse construction projects.

The existing Federico Degetau Federal Building and Clemente Ruiz Nazario U.S. Courthouse does not meet the 2007 United States Courts Design Guide Standards and lacks adequate security. The existing building configuration does not allow for distinct separation between restricted, secured, and public areas. Upon completion of the annex, the judicial complex will allow for separate circulation for public, judges, and prisoners, thereby improving security as well as efficiency of court operations.

The FY 2022 request is for Design (\$22.476 million).

FY 2022 Capital Program - Repair and Alterations

Program Description

This activity provides for repairs and alterations of existing buildings, as well as associated design and construction services. Protection of the Government's investment, the health and safety of building occupants, relocation of agencies from leased space, and cost effectiveness are the principal criteria used in establishing priorities for projects funded from this activity. Repairs and alterations to improve space utilization, address life safety issues, and prevent deterioration and damage to buildings, building support systems, and operating equipment are given priority.

Program Strategy

The FY 2022 request of \$1.7 billion in Repairs and Alterations funding is necessary to address the growing backlog of liabilities present in GSA's inventory of facilities and improve the utilization of federally owned space. In the past ten fiscal years, many Basic and Major repairs and alterations were repeatedly deferred, including major repairs to malfunctioning elevators, replacement of obsolete electrical systems, updates to outdated fire alarm systems, seismic retrofits, and environmental abatement.

GSA prioritizes repairs and alterations projects consistent with the goals of Footprint Optimization Initiative. The following factors were considered:

- Risk: Project Development and Project Readiness
- Return: Project Cost, Market Alternatives, FBF sustainability, and Return on Investment
- Optimization: Portfolio Optimization, Asset Optimization, and Improvement in Facility Condition
- Stakeholder: Serving PBS Partners, Customer Priorities, and Historic Stewardship

The FY 2022 request funds repair activities to ensure that the existing infrastructure, for which there is a long-term need, receives the investments needed to support partner agencies, improve the portfolio's climate resiliency, and to facilitate cost saving consolidation activities within existing Federal facilities.

- PBS requests \$1.047 billion for major repairs and alterations projects. Funding for these capital improvements in federally owned facilities (including the repair/replacement of outdated mechanical; electrical; fire and life safety; conveying; heating, ventilation, and air conditioning (HVAC) systems; and the correction of exterior and structural deficiencies) are critical to maintaining safe, secure, and functional facilities where partner agencies can perform their mission. Proposed repairs and alterations will also facilitate improved asset utilization and lower costs for the American taxpayers.
- PBS requests \$389 million for the Basic Repairs and Alterations program, investing in projects with a total cost below the FY 2022 prospectus threshold of \$3.375 million. This program ensures that emerging needs are met, mitigating the need for more costly projects. Approximately 75 percent of these funds are annually allocated to undertake regular and preventive maintenance; address basic serviceability items such as keeping the chillers and boilers running and elevators in working order; improve efficiency in operations; and ensure the facilities are safe for occupancy.
- PBS requests \$220 million for its Special Emphasis Programs: Consolidation Activities, Climate and Resilience, Fire Protection and Life Safety, and Child Care Facilities Security and Systems Improvements.

U.S. General Services Administration
Federal Buildings Fund

Major Repairs and Alterations Projects
(Dollars in Thousands)

REPAIRS AND ALTERATIONS SUMMARY OF FY 2022 PROGRAM (Dollars in Thousands)	FUNDED			ESTIMATED TOTAL PROJECT COST			FY 2022 Request			TOTAL			
	TO DATE	DESIGN		CONSTRUCTION		M&I	TOTAL	DESIGN	CONSTRUCTION		M&I	TOTAL	
		\$	\$	\$	\$				\$				\$
Nonprospective (Basic) Repairs and Alterations Program	\$ -	\$ -	\$ -	\$ 388,710	\$ -	\$ -	\$ 388,710	\$ -	\$ -	\$ 388,710	\$ -	\$ 388,710	
Major Repairs and Alterations Projects	\$ 95,642	\$ 12,941	\$ 164,837	\$ 7,036	\$ 184,814	\$ 4,941	\$ 82,529	\$ 1,702	\$ 88,172	\$ 20,000	\$ 2,000	\$ 20,000	
Washington, DC Regional Office Building Phase 2	\$ 49,358	\$ 5,516	\$ 59,498	\$ 4,344	\$ 69,358	\$ -	\$ 18,000	\$ 2,000	\$ 20,000	\$ -	\$ -	\$ 20,000	
Suitland, MD Suitland Federal Campus	\$ -	\$ 3,395	\$ 43,289	\$ 1,931	\$ 48,615	\$ 3,395	\$ 43,289	\$ 1,931	\$ 48,615	\$ -	\$ -	\$ 48,615	
Tacoma, WA Tacoma Union Station	\$ -	\$ -	\$ 1,208	\$ 18,397	\$ 20,734	\$ 1,208	\$ 18,397	\$ 1,129	\$ 20,734	\$ -	\$ -	\$ 20,734	
Detroit, MI Patrick V. McNamara Federal Building Garage	\$ -	\$ 5,048	\$ 55,551	\$ 4,201	\$ 64,800	\$ 5,048	\$ 55,551	\$ 4,201	\$ 64,800	\$ -	\$ -	\$ 64,800	
Washington, DC Ronald Reagan Building Complex	\$ 3,200	\$ 4,266	\$ 40,044	\$ 3,129	\$ 47,439	\$ 1,066	\$ 40,044	\$ 3,129	\$ 44,239	\$ -	\$ -	\$ 44,239	
Indianapolis, IN Major General Emmett J. Bean Federal Center	\$ -	\$ 1,557	\$ 16,486	\$ 1,330	\$ 19,373	\$ 1,557	\$ 16,486	\$ 1,330	\$ 19,373	\$ -	\$ -	\$ 19,373	
Indianapolis, IN Minton-Capehart Federal Building	\$ -	\$ 1,241	\$ 12,761	\$ 1,105	\$ 15,107	\$ 1,241	\$ 12,761	\$ 1,105	\$ 15,107	\$ -	\$ -	\$ 15,107	
Boston, MA Thomas P. O'Neill Jr. Federal Building	\$ -	\$ 4,115	\$ 37,429	\$ 2,820	\$ 44,364	\$ 4,115	\$ 37,429	\$ 2,820	\$ 44,364	\$ -	\$ -	\$ 44,364	
Honolulu, HI Prince J. Kuhio Kalaniana'ole Federal Building and U.S. Courthouse	\$ -	\$ 13,484	\$ 129,179	\$ 6,455	\$ 149,118	\$ 1,355	\$ 81,385	\$ 3,585	\$ 86,325	\$ -	\$ -	\$ 86,325	
Oklahoma City, OK William J. Holloway Jr. U.S. Courthouse and U.S. Post Office and Courthouse	\$ 12,129	\$ -	\$ 17,572	\$ 1,784	\$ 21,467	\$ 2,111	\$ 17,572	\$ 1,784	\$ 21,467	\$ -	\$ -	\$ 21,467	
Cleveland, OH Metzgerbaum U.S. Courthouse	\$ -	\$ 2,085	\$ 18,054	\$ 1,738	\$ 21,857	\$ 2,065	\$ 18,054	\$ 1,738	\$ 21,857	\$ -	\$ -	\$ 21,857	
Ogden, UT James V. Hansen Federal Building	\$ -	\$ 4,074	\$ 36,318	\$ 3,356	\$ 43,748	\$ 3,065	\$ 27,167	\$ 2,516	\$ 32,748	\$ -	\$ -	\$ 32,748	
Pittsburgh, PA Joseph F. Weis, Jr. U.S. Courthouse	\$ 11,000	\$ 1,981	\$ 20,113	\$ 1,655	\$ 23,749	\$ 1,981	\$ 20,113	\$ 1,655	\$ 23,749	\$ -	\$ -	\$ 23,749	
Vicksburg, MS Mississippi River Commission	\$ -	\$ 13,358	\$ 164,613	\$ 7,189	\$ 185,160	\$ 5,582	\$ 24,521	\$ 1,307	\$ 31,410	\$ -	\$ -	\$ 31,410	
Los Angeles, CA 11000 Wilshire Federal Building	\$ -	\$ 1,235	\$ 11,514	\$ 836	\$ 13,585	\$ 1,235	\$ 11,514	\$ 836	\$ 13,585	\$ -	\$ -	\$ 13,585	
Sacramento, CA 801 I Street Federal Building	\$ -	\$ 4,753	\$ 49,630	\$ 2,822	\$ 57,205	\$ 4,753	\$ 49,630	\$ 2,822	\$ 57,205	\$ -	\$ -	\$ 57,205	
Beaumont, TX Jack Brooks Federal Building U.S. Post Office and Courthouse	\$ -	\$ 1,877	\$ 20,820	\$ 1,222	\$ 23,919	\$ 1,877	\$ 20,820	\$ 1,222	\$ 23,919	\$ -	\$ -	\$ 23,919	
Kansas City, MO 8830 Ward Parkway	\$ -	\$ 2,191	\$ 18,612	\$ 1,845	\$ 22,648	\$ 2,191	\$ 18,612	\$ 1,845	\$ 22,648	\$ -	\$ -	\$ 22,648	
Akron, OH Seiberling Federal Building and U.S. Courthouse	\$ -	\$ 4,823	\$ 43,171	\$ 3,957	\$ 51,951	\$ 4,823	\$ 43,171	\$ 3,957	\$ 51,951	\$ -	\$ -	\$ 51,951	
Cincinnati, OH Potter Stewart U.S. Courthouse	\$ -	\$ 2,793	\$ 28,479	\$ 2,267	\$ 33,539	\$ 2,793	\$ 28,479	\$ 2,267	\$ 33,539	\$ -	\$ -	\$ 33,539	
Washington, DC Robert F. Kennedy Building Elevators	\$ -	\$ 3,449	\$ 44,881	\$ 2,781	\$ 51,111	\$ 3,449	\$ 44,881	\$ 2,781	\$ 51,111	\$ -	\$ -	\$ 51,111	
Washington, DC William Jefferson Clinton North/South Federal Buildings	\$ -	\$ 12,509	\$ 134,771	\$ 6,785	\$ 154,065	\$ 12,509	\$ 134,771	\$ 6,785	\$ 154,065	\$ -	\$ -	\$ 154,065	
Boston, MA John F. Kennedy Federal Building	\$ -	\$ 4,230	\$ 49,191	\$ 1,979	\$ 55,400	\$ 4,230	\$ 49,191	\$ 1,979	\$ 55,400	\$ -	\$ -	\$ 55,400	
Clarksburg, WV Clarksburg Post Office and U.S. Courthouse	\$ -	\$ 174,329	\$ 1,235,210	\$ 73,696	\$ 1,423,126	\$ 76,590	\$ 914,367	\$ 56,426	\$ 1,047,383	\$ -	\$ -	\$ 1,047,383	
Subtotal, Major Repair and Alterations Projects	\$ 174,329	\$ 114,220	\$ 1,235,210	\$ 73,696	\$ 1,423,126	\$ 76,590	\$ 914,367	\$ 56,426	\$ 1,047,383	\$ -	\$ -	\$ 1,047,383	
Major Repair and Alterations Special Emphasis Programs	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000	
Consolidation Activities Program	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000	
Climate and Resilience	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000	
Fire Protection and Life Safety Program	\$ -	\$ -	\$ 45,000	\$ -	\$ 45,000	\$ -	\$ 45,000	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000	
Child Care Facilities Security and Systems Improvements	\$ -	\$ -	\$ 220,000	\$ -	\$ 220,000	\$ -	\$ 220,000	\$ -	\$ 220,000	\$ -	\$ -	\$ 220,000	
Subtotal, Major Repair and Alterations Special Emphasis Programs	\$ -	\$ -	\$ 220,000	\$ -	\$ 220,000	\$ -	\$ 220,000	\$ -	\$ 220,000	\$ -	\$ -	\$ 220,000	
Subtotal, Major Repair and Alterations Program	\$ 174,329	\$ 114,220	\$ 1,455,210	\$ 73,696	\$ 1,643,126	\$ 76,590	\$ 1,134,367	\$ 56,426	\$ 1,267,383	\$ -	\$ -	\$ 1,267,383	
Total FY 2022 Repairs and Alterations Program	\$ 174,329	\$ 114,220	\$ 1,843,920	\$ 73,696	\$ 2,031,836	\$ 76,590	\$ 1,523,077	\$ 56,426	\$ 1,656,093	\$ -	\$ -	\$ 1,656,093	

Repair and Alterations - Project Descriptions

California

Los Angeles, CA 11000 Wilshire Federal Building.....\$31,410,000

GSA proposes \$31.410 million for a repair and alteration project to remediate the fire-damaged East Annex at the Federal Building complex located at 11000 Wilshire Boulevard in Los Angeles, CA and to design alterations to the main tower of the Federal building. Repairs to the East Annex will enable use of space vacated as a result of the fire and the return of common services, including the credit union and the cafeteria, to the building. The project will fully restore the annex and includes seismic upgrades, exterior and interior construction, mechanical, electrical, plumbing replacement, and fire and life safety work. In addition, design of the future repair and alteration project at the Federal Building will address critical seismic deficiencies, abate asbestos containing material in floor decking, and replace building systems that are beyond their useful service.

In May 2017, the East Annex was badly damaged in a fire that started in the U.S. Postal Service space and quickly spread throughout the Annex building. Emergency remediation and encapsulation efforts were completed to prevent further damage to the annex but 19,000 usable square feet of critical office and joint-use space remains unsuitable for occupancy. Temporary space on the 7th floor of the tower now houses some of the agencies, but there is no longer a cafeteria or post office on the site. Renovating the East Annex will allow the agencies to vacate the 7th floor of the tower.

The Federal Building complex provides secure, long-term housing for Federal agencies with a mission-critical need to be located in west Los Angeles. The building was constructed in 1969 and has never been modernized, with many building systems beyond their useful service, including the HVAC and electrical systems. In addition, hazardous material abatement from the underside of floor decking will mitigate a life-safety liability. Exterior construction will correct widespread glazing gasket failure and deteriorating sealant and caulking. GSA's *Seismic Rating System Report*, released on March 31, 2016, lists the main tower of the Federal Building complex as a high seismic priority in the GSA portfolio. Plumbing upgrades will mitigate antiquated fixtures, equipment and piping.

The FY 2022 request is for Design (\$5.582 million), Construction (\$24.521 million) and Management and Inspection (\$1.307 million).

Sacramento, CA 801 I Street Federal Building.....\$13,585,000

GSA proposes \$13.585 million for a repair and alteration project for the Federal Building located at 801 I Street in Sacramento, CA, to backfill vacant space and restack the first and second floors. The project proposes to relocate existing first and second floor tenants for backfill of the Social

Security Administration (SSA) into the building from a leased location, remove industrial space inefficiencies in the former postal workroom, and reconfigure space to maximize its utility and ability to house more efficiently future Federal agencies. The project will optimize the design layout to increase the marketability of the building.

The Federal Building at 801 I Street has suffered chronic space vacancy due to its industrial space layout that was built to accommodate the former U.S. Postal Service tenant. This project will address the building's vacancy, increase efficiency and revitalize one of GSA's historic assets. In addition, the Government will realize a lease cost avoidance of approximately \$600,000 annually, with relocation of SSA from its current leased location to the Federal building.

The FY 2022 request is for Design (\$1.235 million), Construction (\$11.514 million) and Management and Inspection (\$836 thousand).

District of Columbia

Washington, DC 301 7th Street SW Regional Office Building Phase II.....\$89,172,000

GSA proposes \$89.172 million for the second of a two-phase repair and alteration project for the Regional Office Building (ROB) located at 301 7th Street, SW in downtown Washington, DC. This project will renovate and modernize the building in two phases (with Phase I previously approved and funded) in preparation for permanent Government-owned locations for several Department of Homeland Security's (DHS) key components including Science and Technology, the Office of Biometric Identity Management, and Undersecretary for Management. The completion of both phases reduces the DHS real estate footprint by more than 190,000 usable square feet, provides an annual lease cost avoidance of approximately \$20,800,000 and an annual agency rent savings of approximately \$11,700,000.

Phase I, funded in FY 2020, includes the renovation of the major building systems across the Eastern half of the building, which includes opening the interior floor plates and replacing the conveyance, plumbing, HVAC, electrical, and fire protection systems.

Phase II of the project will include completion of the upgrades of the major systems across the Western half of the building. This includes opening the interior floor plates and replacement of the conveyance, plumbing, HVAC, electrical, and fire protection systems. Completing the redesign of the building's circulation pattern will recapture usable office space and increase the space efficiency by utilizing an open plan office concept to the greatest extent possible. Furthermore, the project will aim to provide an open architecture systems approach to the infrastructure to allow for a high-performance workspace which focuses on the health, safety, and comfort of personnel and to provide flexibility and ease of accommodation for the operators of the building.

The ROB, converted from warehouse to office use, does not currently include appropriate lighting, HVAC, interiors, and finishes for modern office space. However, the property resides on a highly valuable location in downtown Washington, DC, adjacent to five Metrorail lines and one block from the National Mall and will remain a part of the GSA inventory. The proposed accommodation of additional DHS personnel into the ROB requires an open office environment to maximize the building space. Today, only a small portion of the building, primarily on the second and seventh floors, is utilized as open office space. Additionally, the location of mechanical rooms, electrical and telecommunication closets, and restrooms varies from floor to floor, resulting in inefficient distribution of electrical and plumbing systems and consequent energy waste.

The FY 2022 request is for Design (\$4.941 million), Construction (\$82.529 million) and Management and Inspection (\$1.702 million).

Washington, DC William Jefferson Clinton Complex.....\$51,111,000

GSA proposes \$51.111 million to replace all major system components and equipment, including motors, controllers, wiring, safety devices, switches, door equipment, cabs, panels, and hydraulic machinery on the 48 elevators and 1 wheelchair lift at the William Jefferson Clinton Complex (Clinton Complex) located at 1200 Pennsylvania Avenue NW, Washington, DC. Related communication, lighting, electrical, and fire systems will be replaced, and all finishes, machine rooms ventilation, lighting, and Architectural Barriers Act Accessibility Standard (ABAAS) related deficiencies will be updated.

The Clinton Complex consists of four buildings, totaling over 2 million gross square feet of space. These buildings include North and South, East, West, and Connecting Wing, all of which are listed as historic buildings on the National Register of Historic Places. The existing systems are not in compliance with current code and safety standards, have exceeded their useful lives, and are difficult to maintain. Some of the equipment dates back to the original construction of the building, and component parts are no longer manufactured. Tenant impacts include five service calls per month on average, and two elevators are currently out of commission. As part of an ongoing effort to optimize the utilization of the Clinton Complex and enable lease cost avoidance, the Complex density is expected to increase by approximately 1,200 employees once EPA operations located in 1 Potomac Yard consolidate into the Clinton Complex beginning in March 2022. The Government will realize approximately \$12,700,000 in annual lease cost avoidance as a result of this consolidation. The proposed project will provide safe, reliable, efficient elevators and a chairlift that are code and accessibility compliant.

The FY 2022 request is for Design (\$3.449 million), Construction (\$44.881 million) and Management and Inspection (\$2.781 million).

Washington, DC William Robert F. Kennedy Federal Building.....\$33,539,000

GSA proposes \$33.539 million to replace all major system components and equipment, including motors, controllers, wiring, safety devices, switches, door equipment, cabs, panels, and hydraulic machinery on the 36 passenger and 4 freight elevators at the Robert F. Kennedy (RFK) Federal Building, also known as the Main Justice Building.

The RFK Federal Building is an eight-story, steel-framed office building, plus a basement, sub-basement, and attic, constructed in 1935 and contains approximately 1,257,300 gross square feet. The building is fully occupied by the Department of Justice (DOJ) and is listed in the National Register of Historic Places.

The operating equipment is outdated and well past its useful life expectancy. Because of the age of the current control system and car mechanical parts, it is becoming increasingly difficult to repair and find replacement parts. Problems are occurring with the door adjustments on the elevator car and hatch doors causing frequent entrapment of building occupants. The door clutches and adjustment arms are worn to the point where a total replacement is needed. Elevator lights need to be upgraded to meet ABAAS requirements. The lumens are too low in some cabs, thereby making it difficult or impossible for visually impaired riders to see call buttons, emergency phones or instructions in the cabs. The proposed project will provide safe, reliable, efficient elevators and a chairlift that are code and accessibility compliant.

The FY 2022 request is for Design (\$2.793 million), Construction (\$28.479 million) and Management and Inspection (\$2.267 million).

Washington, DC Ronald Reagan Building Complex.....\$64,800,000

GSA proposes \$64.800 million for the full replacement of the fire alarm system at the Ronald Reagan Building Complex, a 10-story, mixed-use office building and includes a Federal Office Building, an International Trade Center, and a public parking garage. The building has five separate office towers connected by an atrium and public concourse areas and was constructed in 1996.

The current systems are inadequate and have exceeded their useful life. The main Fire Alarm System requires replacement. The repairs or replacement of the fire and life safety systems will provide reliable, efficient service, and ensure that current building codes, fire, life safety, and accessibility requirements are met. In addition, the project proposes to complete targeted fire protection and life safety repairs in order to bring the entire building up to current fire protection and life safety code standards.

The FY 2022 request is for Design (\$5.048 million), Construction (\$55.551 million) and Management and Inspection (\$4.201 million).

Hawaii

**Honolulu, HI Prince J. Kuhio Kalaniana'ole Federal Building and
U.S. Courthouse.....\$44,364,000**

GSA proposes \$44.364 million for repair and alterations to the Federal Building portion of the Prince Jonah Kuhio Kalaniana'ole (PJKK) Federal Building and U.S. Courthouse complex located at 300 Ala Moana Boulevard in Honolulu, HI. The proposed limited-scope project in the Federal Building will address elevators, mechanical and electrical upgrades, restroom upgrades, and fire and life-safety systems that are in need of replacement.

The PJKK Federal Building and U.S. Courthouse complex houses about 60 agencies and serves as a main Federal location that covers Hawaii and Southern Pacific areas. Through funding provided by the American Recovery and Reinvestment Act of 2009, a full modernization and renovation design was completed for both buildings in the complex, but a major renovation of only the courthouse was completed. The Federal Building has not undergone a major renovation since its construction in 1977.

Elevator work will replace equipment that has met its useful life and will now meet current safety standards. The fire sprinkler system does not have rapid response heads that are now required, and the fire life safety devices do not meet current safety codes. The mechanical, electrical and plumbing work will be part of the downsizing of the cafeteria, saving energy costs, and equipment will be replaced. Restroom floor flood drains will be installed (a toilet fixture failure caused extensive water damage due to a lack of floor drains in the original restrooms), and partition work will be completed on all floors, except on the recently renovated second floor, to meet current accessibility standards.

The FY 2022 request is for Design (\$4.115 million), Construction (\$37.429 million) and Management and Inspection (\$2.820 million).

Indiana

Indianapolis, IN Major General Emmett J. Bean Federal Center.....\$44,239,000

GSA proposes \$44.239 million for a repair and alteration project for the Major General Emmett J. Bean Federal Center located at 8899 E. 56th Street, Indianapolis, IN. The proposed project will complete critical repairs and upgrades to the building's exterior and portions of the roof, repairs to the window systems and interior walls, and replace the building's cooling tower. Additional design is required for the repairs to the building's windows as well as for the correction of resulting ongoing water infiltration and repairs of the interior.

The building is experiencing a serious structural failure that poses a life safety hazard to its occupants and visitors. The roof parapet is separating from the roof and moving outwardly over the building's perimeter facades. There is a significant risk of large portions of the roof parapet falling off the building, and the risk grows greater as the parapet continues to move further. The movement is also causing delamination of the building's exterior coating, which continues to fall off the building. Access to portions of the exterior sidewalk has been restricted, and temporary protective netting and scaffolding have been installed to protect tenants from any falling debris.

The north roof of the building, which has reached the end of its useful life, is experiencing leaks. Failed window sealant is allowing water intrusion into the building, causing water damage to the interior side of the gypsum board below the windows and corrosion of metal studs. The water infiltration below the windows has the potential for mold growth. The building cooling tower is corroding and has reached the end of its useful life.

The FY 2022 request is for Additional Design (\$1.066 million), Construction (\$40.044 million) and Management and Inspection (\$3.129 million).

Indianapolis, IN Minton-Capehart Federal Building.....\$19,373,000

GSA proposes \$19.373 million for a repair and alteration project to undertake structural and related system upgrades of the parking garage at the Minton-Capehart Federal Building located at 575 North Pennsylvania Street, Indianapolis, IN.

The garage is over 40 years old and is in urgent need of a major renovation. The garage is suffering from multiple concrete related failures including: delamination on the floor slabs and beams and slab reinforcement with extensive section loss; concrete spalling, and delamination at some column facades; water leakage on the underside of the supported level; and deteriorated expansion joints. Interim short-term repairs have been undertaken with minor repair and alteration program funds over the past decade in an attempt to address immediate safety measures. The corrosion, spalling, and delamination of the structure is threatening tenant and property safety with sections of the garage now closed due to such risks.

The proposed project scope includes concrete repairs and upgrades to lateral load resistance which will extend the life of the parking structure for several decades. The upper level slab will be replaced and a new membrane for vehicle bearing surfaces will be installed over the top of the new slab. Existing beams will be repaired or replaced at locations where concrete has spalled. New concrete shear walls will be constructed. The project also includes improvements to the supporting columns, shear walls and exterior stairwells, as well as improvements to the lighting and fire protection and installation of bollards at the garage entrance and exits

The FY 2022 request is for Design (\$1.557 million), Construction (\$16.486 million) and Management and Inspection (\$1.330 million).

Maryland

Suitland, MD Suitland Federal Center.....\$20,000,000

GSA proposes \$20 million for a repair and alteration project with consolidation for 4600 Silver Hill North and 4600 Silver Hill South at the Suitland Federal Center in Suitland, Maryland which increases the total funding dedicated to this project. This project was previously funded as part of the FY 20 R&A spend plan in support of the enacted appropriations. The proposed project will upgrade building systems and renovate space to support the co-location of three agencies. This project will provide a more efficient layout that both reduces agency utilization and allows for the recapture and backfill of underutilized federally owned space. The space will be occupied by the Department of Labor–Bureau of Labor Statistics (BLS), currently located in approximately 710,000 RSF (508,000 usable square feet (USF)) of leased space at the Postal Square Building, 2 Massachusetts Avenue, NE, in Washington, DC. BLS’s almost 50-percent decrease in RSF and relocation the Suitland Federal Center provide an annual least cost avoidance of approximately \$16,200,000, and an agency rent savings of potentially \$18,000,000 compared to its current rent. Census will release an estimated 400,000 rentable square feet to make room for the co-location of BLS, reducing Census’ annual rent by an estimated \$10,000,000.

The proposed project will support the ongoing co-location effort that will allow for a higher density, open office environment, and the relocation and co-location of BLS from leased space. To accommodate this consolidation, GSA will perform building demolition, interior alterations, and electrical, HVAC, and plumbing and life safety upgrades.

The FY 2022 request is for Construction (\$18.000 million) and Management and Inspection (\$2.000 million).

Massachusetts

Boston, MA John F. Kennedy Federal Building.....\$154,065,000

GSA proposes \$154.065 million for a repair and alteration project to replace the deficient high-rise roofing, conveying systems, and heating ventilation and air conditioning (HVAC) systems, upgrade the lighting controls system, as well as interior alterations to support a lease consolidation and footprint optimization in the John F. Kennedy Federal Building (JFK), located at 15 New Sudbury Street, Boston, MA. The proposed project will replace failing and obsolete systems, improve building performance, and facilitate code compliance and provide significant lease cost savings for the Government.

The project will allow for roof replacement prior to full failure of the existing roofing system in a manner that is minimally disruptive to the tenant agencies. Additionally, the project will incorporate permanent roof-mounted fall protection features for personnel to comply with life-

safety standards. Increased energy consumption, poor tenant comfort, and substandard indoor air quality are recurring problems throughout the building. Existing chillers have reached the end of their useful lives and require replacement. Upgrading the existing lighting and controls will result in decreased energy consumption, thereby reducing monthly utility costs. The existing elevators and escalator systems are over 30 years old and have exceeded their useful lives. Due to the high-traffic building conditions, existing elevator cabs and equipment are worn both visually and mechanically. The escalator systems are similarly beyond their intended lifespans. Performance levels continue to decrease annually, and emergency incidents regularly impact customers, including 49 elevator entrapments over a two-year period. Monthly preventive maintenance has become challenging due to the poor availability of propriety replacement parts.

Project timing is critical to support the U.S. Air Force backfill into the building. This tenant agency would improve the building's overall utilization and would be paired with other agency consolidations, reducing the Federal footprint, and providing significant taxpayer savings.

The FY 2022 request is for Design (\$12.509 million), Construction (\$134.771 million) and Management and Inspection (\$6.785 million).

Boston, MA Thomas P. O'Neill, Jr. Federal Building.....\$15,107,000

GSA proposes \$15.107 million for repair and alterations to replace the deficient roof systems at the Thomas P. O'Neill, Jr. Federal Building located at 10 Causeway Street in Boston, MA. The proposed project will address existing roof deficiencies, improve performance, and comply with applicable life safety code requirements.

The proposed project replaces the failed roof system, flashing and sealants with a new membrane roofing system coupled with high efficiency insulation. The existing solar hot water/photovoltaic (PV) system will be temporarily removed and reinstalled after the new roof installation. The new roof system will meet high performance building envelope design criteria, and also include the full refurbishment of all original seals, gaskets and glass panels to the existing public central lobby atrium skylight system. A roof anchor / fall arrest system will be installed throughout, including a skylight-specific system to provide increased personnel safeguards for all future exterior roof and skylight access. Interior leak repairs, removal of obsolete fire protection equipment, and an LED retrofit of atrium lighting are also included in the project.

The building's roofing system has not only reached the end of useful life, but has experienced multiple catastrophic failures including a significant billowing event requiring emergency repair action to refasten back to the substrate. Changing wind dynamics resulting from two newly constructed adjacent 40+ story high-rise buildings could pose novel wind loading events that could exacerbate future failures. The building has limited fall protection anchors risking personnel safety, especially related to the building's expansive atrium skylight, which currently has no dedicated fall protection system.

The FY 2020 request is for Design (\$1.241 million), Construction (\$12.761 million) and Management and Inspection (\$1.105 million).

Michigan

Detroit, MI Patrick V. McNamara Federal Building Garage.....\$20,734,000

GSA proposes \$20.734 million in repair and alterations for the Patrick V. McNamara Federal Building Garage located at 477 Michigan Avenue in Detroit, MI. The proposed project will complete critical structural and related system upgrades to the parking garage, correcting serious life safety deficiencies and operability issues of the rapidly deteriorating garage.

The project includes repair/replacement of portions of the concrete slab, removal of the asphalt driving surfaces, replacement with concrete surfaces, installing waterproof membrane, and the exterior concrete stairs will also be repaired. The project also includes improvements to the storm drain, mechanical infrastructure, electrical, lighting, fire and life safety systems, and replacement of signage.

The garage provides mission-critical parking for Federal agencies housed in the adjacent McNamara Federal Building, including secure parking for Federal law enforcement agencies. Original to the construction of the garage, the existing concrete slab structure is rapidly deteriorating with spalling concrete and rusted reinforced steel visible where sections of concrete have fallen from slabs. The asphalt-topped concrete decks are in very poor condition, with large potholes that have the potential to damage vehicles and injure pedestrians. Portions of the garage have been temporarily closed due to spalling concrete and water-related degradation. Plastic sheeting is in place in areas throughout the garage to protect Government vehicles, which have been damaged by leaking, corroded pipes. Interim repairs put in place over the years are also susceptible to spalling due to the continued water penetration and de-icing salts.

In addition to the needed structural repairs, the storm drain, fire and life safety, electrical and mechanical, and emergency lighting systems are all failing and are noncompliant with current codes. The majority of storm drains are cracked and inoperable, which forces water to seep through cracks in the concrete, causing further degradation of the structure. Sprinkler pipes and drain lines are corroded throughout the garage, and the incidence of failure is increasing over time. Water cannot drain properly causing water damage in the occupied space of the Federal Building's basement.

The FY 2022 request is for Design (\$1.208 million), Construction (\$18.397 million) and Management and Inspection (\$1.129 million).

Mississippi

Vicksburg, MS Mississippi River Commission Building.....\$23,749,000

GSA proposes \$23.749 million for a repair and alteration project for the modernization of the Mississippi River Commission Building (MRC) located at 1400 Walnut Street in Vicksburg, MS. The proposed project will provide for upgrades to or replacement of aged building systems, building exterior and historic windows, and address accessibility and life-safety issues.

The MRC requires significant modifications and alterations resulting from, but not limited to, code deficiencies, deteriorated envelope condition, and components and building systems at the end of their useful life cycle. The MRC building is in need of significant repair to maintain the integrity of this historic asset and to provide long-term use of the building. This project is needed to address failing building systems at the end of their useful life cycle. This project will address notable code violations and deficiencies related to the building systems, life-safety, and accessibility.

The most critical and time sensitive elements of repair are the building's envelope and historic windows. The building envelope is the major contributing factor to moisture intrusion and potentially unhealthy conditions for the occupants. The state of the envelope and windows also creates increased energy consumption.

The FY 2022 request is for Design (\$1.981 million), Construction (\$20.113 million) and Management and Inspection (\$1.655 million).

Missouri

Kansas City, MO 8930 Ward Parkway.....\$23,919,000

GSA proposes \$23.919 million for a repair and alteration project for 8930 Ward Parkway Federal Building located at 8930 Ward Parkway, Kansas City, MO. The proposed project will modernize the building to address aging infrastructure, improve building performance, and correct code deficiencies.

The project proposes replacing windows, installing integrated blast protection, façade repair, site work, including retaining wall, loading dock, landscaping, exterior security and parking. Interior alterations include demolition and core shell preparation for reconfiguration of stairwells and a dead-end corridor, and exterior wall insulation and construction of joint use and swing space. Fire and life safety improvements include replacement of sprinkler piping, fire sprinkler line relocation, installation of fire pump, and correction of egress issues. The project also includes restroom accessibility upgrades to meet ABAAS requirements and conveyance system modernization of

three passenger elevators. Modernization of building systems includes HVAC and electrical upgrades and a back- up generator.

The building's single-pane windows are original to the building and have reached the end of their useful life. Upgrading to double-pane windows with blast protection will meet security requirements, save energy and improve the tenant work environment. The building's HVAC equipment and switchgear equipment are at or near the end of their useful life. The addition of a generator is to address redundancy and deficiencies related to the tenant's Continuity of Operations Plan for building operation emergency loads.

The FY 2022 request is for Design (\$1.877 million), Construction (\$20.820 million) and Management and Inspection (\$1.222 million).

Ohio

Akron, OH John F. Seiberling Federal Building and U.S. Courthouse.....\$22,648,000

GSA proposes \$22.648 million in repair and alterations to address the structural deficiencies of the plaza system at the John F. Seiberling Federal Building and U.S. Courthouse located at 2 South Main Street in Akron, OH. The proposed scope includes replacement of the existing, failed waterproofing system, upgrades to the drainage system, atrium skylight repairs, and landscaping improvements.

The plaza waterproofing system is original to the building and has exceeded its useful life. Directly beneath the front portion of the plaza, along Main Street, are offices, a cafeteria, storage, mechanical, and circulation space. Beneath the rear portion of the plaza is a parking garage. Water infiltration around the plaza skylight is causing damage to the building interior. Water has also infiltrated into the occupied spaces below the plaza and into the parking garage. The infiltration is getting progressively worse. To minimize damage, water is being captured and redirected with drip pans, piping, and pumps. More extensive water diversion efforts and mold abatement are being completed as an interim repair project. Issues with water infiltration will persist until funding is available for the plaza waterproofing system replacement.

Pieces of concrete have fallen underneath the plaza in vehicular and pedestrian areas. Some areas of the garage must be roped off and cannot be utilized. Structural concrete has begun to crack and spall because of the moisture buildup, causing steel reinforcement members to rust and swell. Another interim repair project is being completed to mitigate the concrete issues and work to ensure occupant safety until funding for the project is received and can address all the drainage pipes/system issues. Also, water infiltration along the south wall of the plaza is causing water buildup in ductwork and cracking in the walls and floors.

The FY 2022 request is for Design (\$2.191 million), Construction (\$18.612 million) and Management and Inspection (\$1.845 million).

Oklahoma

Oklahoma City, OK William J. Holloway, Jr. U.S. Courthouse and U.S. Post Office and Courthouse.....\$86,325,000

GSA proposes \$86.325 million for the construction of the first phase of a two-phase repair and alteration project for the William J. Holloway, Jr. U.S. Courthouse (Holloway CT), at 200 Northwest Fourth Street, and the U.S. Post Office and Courthouse (PO-CT) at 215 Dean A. McGee Avenue, Oklahoma City, OK. These two buildings are part of a three-building Federal complex that also includes the Federal Parking Garage. Alterations to the Holloway CT and PO-CT include interior alterations; modernization of outdated mechanical, fire alarm, electrical, and plumbing systems; and exterior improvements, such as roof and window system replacements. Design funding was appropriated in FY 2020.

Water infiltration has caused damage to building interiors. Interior stairwells are required to bring emergency egress into compliance with fire safety codes. Reconfiguration of underground parking areas will maximize efficiency. The HVAC systems have exceeded their useful lives and need to be replaced for tenant comfort and efficient operation. The supply, return, ventilation, and exhaust fans are all original to the buildings and nearing the end of their useful lives. In both buildings, public restrooms, elevator lobbies, and common areas need upgrades for ABAAS compliance.

A replacement of lighting systems and electrical system components is needed to increase efficiency and comply with current code. Inefficient and leaking windows are original to both buildings. Correction of window system deficiencies, along with repair to plaster, woodwork, and stone damaged by window leaks, is essential to the project. The potential failure of the stone exterior is a serious life safety concern. The fire alarm system is outdated and needs to be replaced. Seismic upgrades are included to address increased seismic activity in the area. Plumbing components have exceeded their useful lives and replacement parts are difficult to locate. Site work is needed to eliminate tripping hazards and comply with ABAAS.

The FY 2022 request is for Design (\$1.355 million), Construction (\$81.385 million) and Management and Inspection (\$3.585 million).

Cincinnati, OH Potter Stewart U.S. Courthouse.....\$51,951,000

GSA proposes \$51.951 million for a repair and alteration project with consolidation that will relocate the U.S. Bankruptcy Court (USBC) from over 38,000 usable square feet (usf) of leased space to approximately 21,000 usf in the Potter Stewart U.S. Courthouse (Potter Stewart Courthouse). Additionally, this project will upgrade eight passenger and one freight elevator. The project will meet the long-term housing needs of the USBC, decrease the Federal Government's reliance on leased space, reduce federally owned vacant space, and improve space utilization in

the Potter Stewart Courthouse. Approximately \$1,100,000 in annual lease costs will be avoided, with savings of approximately \$110,000 in annual agency rent payments.

The project proposes alterations to consolidate the USBC into the Potter Stewart Courthouse from leased space. The alterations include construction of two USBC courtrooms and chambers, a judges' elevator, clerk space, and shared support spaces. HVAC, electrical, plumbing, and life safety system upgrades required to house USBC in the Courthouse will also be completed. To provide contiguous space for the USBC, some of the existing customer agency space may be relocated within the courthouse.

The elevator system has exceeded its useful life and is difficult to maintain, are not in compliance with current code and safety standards, and the control systems are not compatible with current technology. Tenants have been trapped in both the passenger and freight elevators. Necessary work to address mechanical failures results in parts being sent off site for repairs and the elevators can be out of service for months, as components are no longer manufactured and have to be re-machined.

The FY 2022 request is for Design (\$4.823 million), Construction (\$43.171 million) and Management and Inspection (\$3.957 million).

Cleveland, OH Howard M. Metzenbaum U.S. Courthouse.....\$21,467,000

GSA proposes \$21.467 million for a repair and alteration project of the plaza system at the Howard M. Metzenbaum U.S. Courthouse located at 201 Superior Avenue in Cleveland, OH. The proposed project will replace the plaza's concrete slabs, restore the plaza's structural steel support system, replace the plaza and perimeter foundation wall's waterproofing systems, repair basement walls damaged from years of water infiltration, recondition the basement lift that serves the mail screening room, and replace the structural support system for the Daniel Chester French statues at the main entrance.

The plaza's concrete, waterproofing membrane, and most of its supporting steel framing was last replaced in 1972, and the top slab was replaced in 1987. Shoring was installed over a decade ago to structurally support the sidewalk vault and to prevent the public sidewalk from collapsing. Maintenance and repairs are no longer sufficient for preventing water leaks through the plaza. Widespread deterioration under the plaza's structural slab ranges from small spalls to large areas of complete delamination. The damage has gone beyond concrete and reinforcing deterioration to significant loss of structural steel sections. The steel can be restored in some areas but will have to be replaced in others. The foundation wall's lack of waterproofing allows moisture and water to infiltrate through several cracks.

The FY 2022 request is for Design (\$2.111 million), Construction (\$17.572 million) and Management and Inspection (\$1.784 million).

Pennsylvania

Pittsburgh, PA Joseph F. Weis, Jr. U.S. Courthouse.....\$32,748,000

GSA proposes \$32.748 million for repairs and alterations to the Joseph F. Weis, Jr. U.S. The project includes replacing the heating, ventilation and air conditioning (HVAC) system, associated electrical systems, and a section of the roof as well as lightning protection and a fall arrest system.

The Weis Courthouse currently supports the operations of the U.S. Court of Appeals for the Third Judicial Circuit and the Western District of Pennsylvania for the U.S. District Court. The majority of the HVAC system is more than 50 years old and has exceeded its expected useful life. Older units still utilize the antiquated original pneumatic and communication controls. With multiple system components exceeding the expected service life and in deteriorated condition, there is increased risk for a system failure and outage to portions of floors. Failures would lead to a significant disruption to the Judiciary’s ability to meet caseload requirements. In addition, GSA has been working to improve space utilization within the building and building systems need to be upgraded to continue to support tenants. The scope also includes replacement of the plumbing and electrical systems associated with the HVAC infrastructure as these are more than 50 years old and past their expected useful life.

The FY 2022 request is for Design (\$3.065 million), Construction (\$27.167 million), and Management and Inspection (\$2.516 million).

Texas

Beaumont, TX Jack Brooks Federal Building-U.S. Post Office & Courthouse...\$57,205,000

GSA proposes \$57.205 million for a repair and alteration project for the Jack Brooks Federal Building, U.S. Post Office and Courthouse at 300 Willow Street in Beaumont, TX. The proposed project will substantially enhance the preservation, duration, and efficiency of the building. The project will address the building’s deteriorating envelope and mitigate impacts of humid climate, modernize outdated mechanical, electrical, plumbing and conveyance systems, historic attributes, repair damaged portions of the interior, and undertake site and life safety improvements.

The building’s original cladding is in poor condition with areas of cracks, spalling, and delamination on all elevations. Materials on the building’s exterior, such as exterior stone and pieces of mortar, are falling off the building and posing a risk to pedestrians. In anticipation of further degradation, the building facade has been netted to protect pedestrians below. The building’s multiple roofing systems are approaching the end of their useful lives and require replacement to prevent further water intrusion. The HVAC system has had multiple modifications since original construction and needs complete replacement for code compliance and energy

efficiency. The electrical system throughout the building is dated and no longer serviceable. The aging elevators require parts that are no longer available. Plumbing systems are a combination of original and retrofit piping and are unsafe to test due to extensive corrosion. Interior construction includes restoration of historic finishes and other damaged finishes and restroom and accessibility upgrades. Site work includes replacement of retaining walls; repairs/replacement to parking areas, gates, and bollards; and the addition of a perimeter drainage system.

The FY 2022 request is for Design (\$4.753 million), Construction (\$49.630 million) and Management and Inspection (\$2.822 million).

Utah

Ogden, UT James V. Hansen Federal Building.....\$21,857,000

GSA proposes \$21.857 million for repair and alterations for James V. Hansen Federal Building located at 328 25th Street in Ogden, Utah. The proposed project will address the failing building facade, improve the seismic resiliency, vacant space backfill, upgrade elevators, and upgrade the building's main entrance to improve queuing and security.

The project proposes to replace the pre-cast concrete panel facade and windows, construct shear walls throughout the building, replace passenger elevators and the freight elevator, add an entry vestibule to the south end of the main lobby, and reconfigure the lobby interior to provide improved queuing and security. A seismic evaluation found major structural deficiencies including inadequate shear walls, discontinuous walls terminating at the first suspended level (northwest stair tower), inadequate diaphragm connections to shear walls, and existing facade precast panels and connections cannot accommodate building drift. Backfilling the Internal Revenue Service from leased space to the Hansen FB will result in approximately \$290,000 in annual lease cost avoidance.

The FY 2022 request is for Design (\$2.065 million) Construction (\$18.054 million) and Management and Inspection (\$1.738 million).

Washington

Tacoma, WA Tacoma Union Station.....\$48,615,000

GSA proposes \$48.615 million for a repair and alteration project at the Historic Tacoma Union Station located at 1717 Pacific Avenue, Tacoma, WA to address seismic deficiencies and undertake targeted building system modernizations. GSA exercised the purchased option committing the Government to the \$1 purchase when the existing lease agreement expires on September 20, 2022. GSA's *Seismic Rating System Report*, released on March 31, 2016, lists the Tacoma Union Station as having one of the highest seismic risk rating in the GSA portfolio. In

addition to the critical structural repairs and upgrades, the proposed project will modernize the building's outdated systems, address life safety upgrades, alter interior space and undertake exterior repairs. The facility is currently under the ownership of the City of Tacoma. When the facility comes into the Federal inventory, the Government will realize an annual lease cost avoidance of approximately \$6,400,000.

The proposed project includes seismic mitigation and progressive collapse protection upgrades, electrical, fire and life safety, HVAC and plumbing upgrades and exterior repairs.

Structural seismic mitigation and progressive collapse protection is limited to the east elevation of the Historic building and includes installation of shear walls and a concrete tie beam to support the perimeter masonry walls. Non-structural seismic mitigation includes the installation of bracing for the ceiling systems, piping and fire sprinkler, and seismic anchoring of mechanical and electrical equipment in the Historic Courts Addition and Link Buildings. Interior alterations include modification of interior offices in the Historic Building. Floor, wall and ceiling finishes will address damage caused by water infiltration. The art in the building will be removed, cleaned, and stored off site and will be reinstalled upon project completion.

Electrical upgrades include installation of multiple panelboards, modifications to communication systems, installation of surge protection devices; and other exterior and interior LED lighting upgrades. Fire and Life Safety upgrades include the replacement of the existing fire alarm system. New sprinkler piping coverage and seismic bracing will be installed and a new fire command center will be located in the rotunda. The HVAC system upgrade work includes simultaneous replacement of cooling towers with a new 340-ton cooling tower, primary heating water pumps and pressurization, exhaust and return fans will be replaced as well as modifications of existing pipework. Plumbing upgrades include energy efficient fixtures and electric water heaters. New family accessible restrooms will also be installed.

Building exterior upgrades will address exterior windows, central mail room, dedicated loading dock screening area, and parking area. The project also includes work on the existing parking lot to upgrade the existing security and install bollards and alarms. Tunnel structural repair work will address water infiltration. Roofing upgrades include parapet repair work on both the Historic Building and Courts Addition Building roofs. The roof membrane on the upper roofs of the Historic Building will be replaced. Roof pavers on the Link Building will be cleaned and reinstalled.

The FY 2022 request is for Design (\$3.395 million), Construction (\$43.289 million) and Management and Inspection (\$1.931 million)

West Virginia

Clarksburg, West Virginia, Post Office and Courthouse.....\$55,400,000

GSA proposes \$55.400 million for repairs and alterations for the full modernization of the Clarksburg Post Office and Courthouse located at 500 West Pike Street in Clarksburg, West Virginia. The project allows the U.S. District Court (USDC) to remain in-place, satisfying the Courts' long-term housings needs by renovating the historic courthouse and re-purposing vacant US Postal Service (USPS) space.

The Clarksburg Post Office and Courthouse came into the GSA inventory in 2020, and previously under the jurisdiction, custody and control of the U.S. Postal Service (USPS). Over the years, USPS's need for the facility diminished and as a result, significant portions of building are vacant. USPS was unable to make any meaningful reinvestment into the building, and due to years of deferred maintenance, many of the building systems are failing and beyond the end of their useful life. These failing systems have created significant issues for the USDC, who have a long-term need to be located in Clarksburg. To better serve the Judiciary, USPS and GSA reached an agreement to transfer the property to GSA.

The project will convert vacant space into new court spaces, right-size the existing courtroom and associated support spaces, improve security, replace major building systems, repair envelope and structural deficiencies, improve energy efficiency, and preserve historic building elements.

The FY 2022 request is for Design (\$4.230 million), Construction (\$49.191 million), and Management and Inspection (\$1.979 million).

Special Emphasis Program Nationwide

Consolidation Activities Program.....\$25,000,000

GSA proposes \$25 million for the reconfiguration and renovation of space within Government-owned and leased buildings during FY 2022 to support GSA's ongoing consolidation efforts to improve space utilization, optimize inventory, decrease reliance on leased space, and reduce the Government's environmental footprint. As part of this effort, GSA is identifying consolidation opportunities within its inventory. These opportunities are presented through surveys and studies, partnering with customer agencies and through agency initiatives. Projects will vary in size by location and agency mission and operations; however, no single project will exceed \$20 million. Funds will support consolidation of customer agencies and will not be available for GSA internal consolidations or for any activities specific to the "Delivering Government Solutions in the 21st Century - Reform Plan and Reorganizations Recommendations". Preference will be given to

projects that result in an Office Utilization Rate of 130 usable square feet per person or less and a total project payback period of 10 years or less.

Typical projects include the following:

- Reconfiguration and alteration of existing Federal space to accommodate incoming agency relocation/consolidation. (Note: may include reconfigurations of existing occupied Federal tenant space); and
- Incidental alterations and system upgrades, such as fire sprinklers or HVAC, needed as part of relocation and consolidation.

Since the inception of the Consolidation Activities Program in FY 2014, GSA has received \$327.334 million in support of the program and has funded 87 projects through FY 2021. When complete, these 87 projects will result in more than a 1.8 million usable square foot space reduction, reduce agency rental payments to GSA by \$76 million annually, and provide more than \$163 million in annual Government lease cost avoidance. These projects will more than recover the initial capital investment after just 2 years of project completion and will continue to accrue additional savings over the life of these assets.

Climate and Resilience Program.....\$100,000,000

GSA proposes \$100 million to advance climate adaptation and resilience to effectively address the climate crisis and objectives of Executive Order 14008 (*Tackling the Climate Crisis at Home and Abroad*, January 27, 2021). As part of this effort, GSA will undertake forward-looking climate information and climate adaptation analyses and projects to position the General Services Administration to manage climate change risks and safeguard Federal real property.

Program funds will be used to conduct formal agency wide vulnerability assessments to align with the climate science from the latest National Climate Assessment (NCA) and to fortify agency risk management efforts. Program funds will also be used to execute identified, highest priority projects. The follow items would be included:

- Development of portfolio wide Vertical Data and Information profile to determine flood vulnerabilities for buildings (or other horizontal assets) and estimate flood mitigation project costs and time frames for project execution,
- Modernization of agency internal guidance, systems and tools to assist portfolio and project managers with implementation,
- Tailored training for agency professionals,
- Map within agency Geographic Information System (GIS), all assets which have climate profiles developed and characteristics of each site.
- Integrate statistical downscaling for Puerto Rico, Hawaii and Alaska into new and existing asset risk assessment processes.
- Execute capital projects developed using the data, mapping, processes identified and developed above, for the highest priority assets.

Adaptation of a portfolio wide integration of climate science and exposure/sensitivity assessments, will advance the ability to inform enterprise risk management and identify appropriate resources to manage these risks.

Fire Protection and Life Safety Program.....\$50,000,000

GSA proposes \$50 million for alterations to upgrade, replace, and improve fire protection systems and life safety features through retrofit projects in Government-owned buildings during FY 2022.

Since FY 2010, GSA has received \$161.566 million in total funding for this program. The funds supported 114 projects in 98 Government-owned buildings.

As part of its fire protection and life safety efforts, GSA currently is identifying projects in Federal buildings throughout the country through surveys and studies. These projects will vary in size, location, and delivery method. Typical projects include:

- Replacing antiquated fire alarm and detection systems that are in need of repair or for which parts are no longer available.
- Installing emergency voice communication systems to facilitate occupant notification and evacuation in Federal buildings during an emergency.
- Installing or expanding, as necessary, fire sprinkler systems to provide a reasonable degree of protection for life and property from fire in Federal buildings.
- Constructing additional exit stairs or enclosing existing exit stairs to facilitate the safe and timely evacuation of building occupants in the event of an emergency.

Childcare Systems and Security.....\$45,000,000

GSA proposes \$45 million to conduct a comprehensive assessment to identify security vulnerabilities at each childcare center located in GSA-controlled buildings and to expedite action to upgrade these buildings to the minimum security standards.

As part of its childcare systems and security efforts, GSA is currently identifying projects in GSA-controlled Federal buildings through physical inspection of security countermeasures and studies. These projects will vary in size and location. Typical projects include:

- Coordinate with the Department of Homeland Security that security cameras are operating as required.
- Install, repair, or replace outdoor playground security countermeasures that currently do not meet security standards
- Perform progressive collapse assessments at buildings and implement countermeasures to prevent vulnerabilities identified.
- Undertake Heating, Ventilating, and Air Conditioning (HVAC) systems repairs/replacements to ensure conformance with standards for ventilation and indoor air quality (IAQ)

Minor (Basic) Repairs and Alterations Nationwide

Basic Repairs and Alterations Program.....\$388,710,000

The FY 2022 repairs and alterations program request includes \$389 million for Basic Repairs and Alterations and is dedicated to ensuring that the existing infrastructure receives the investment necessary to support customer agencies at the lowest possible cost to the taxpayers. Projects executed in this account are executed below the current prospectus threshold of \$3.375 million or are for recurring repairs costing both above and below the prospectus threshold.

The majority of obligations address below prospectus-level serviceability work items to maintain a facility's suitability to its original intended function. These are repairs to prevent deterioration and damage to buildings, their support systems, and operating equipment. The balance of funds received address space alterations, health and safety, physical security and special programs.

Postponing repairs and system upgrades leads to higher operating and maintenance costs and subsequent increased repair or replacement costs.

Installment Acquisition Payments

(Dollars in Thousands)

FY 2020 Enacted	FY 2021 Enacted	FY 2022 Request
\$0	\$0	\$69,024

Program Description

This activity provides for payments owed to the proposed Federal Capital Revolving Fund (FCRF). In accordance with the proposed FCRF appropriations language and program guidelines, the purchasing agency shall budget for the first repayment to the FCRF prior to receiving the transfer of funds. The purchasing agency shall pay back 1/15 of the total transfer annually until the funds are repaid.

Program Strategy

The Administration's American Jobs Plan proposes the capitalization of the FCRF with a \$5 billion mandatory appropriation and will provide opportunities for civilian Federal agencies to fund the largest Federal real property projects such as construction, renovation, purchase in one appropriation, capturing economies of scale and greater certainty in schedule and funding. Annual discretionary repayments by purchasing agencies would replenish the FCRF and would be available until expended to fund additional capital projects. Total annual capital purchases would be limited to the lower of \$2.5 billion or the balance in the FCRF, including annual repayments

The establishment of the FCRF through the American Jobs Plan will: (1) fund large-dollar, federally owned, civilian real property capital projects which house Federal civilian employees; and (2) provide specific budget enforcement rules for the FCRF that would allow it to function, in effect, like State and local government capital investment budgets. This proposal incorporates principles that are central to the success of capital budgeting at the State and local levels—a limit on total funding for capital investment, annual decisions on the allocation of funding for capital projects, and spreading the acquisition cost in the discretionary operating budgets of agencies that purchase the assets.

GSA is proposing two inaugural projects for full project funding through the FCRF at a total upfront cost of \$1.035 billion.

Installment Acquisition Payments, Summary of Request

(Dollars in Thousands)

	Year 1	Year 2 - 15	Total
Mandatory:			
Collection of Transfer from Federal Capital Revolving Fund			
	(\$1,035,353)		(\$1,035,353)
Total Estimated Project Cost	\$1,035,353		\$1,035,353
Discretionary:			
<i>Jacob Javits Federal Building New York, NY</i>	\$49,024	\$686,329	\$735,353
<i>Kefauver Complex Nashville, TN</i>	\$20,000	\$280,000	\$300,000
Total Repayments to Federal Capital Revolving Fund	\$69,024	\$966,329	\$1,035,353

Installment Acquisition Payments, Project Descriptions

New York

**New York, NY Jacob K. Javits Federal Building.....\$735,353,000
transfer with annual repayments of \$49,024,000**

GSA proposes \$735.353 million for a repair and alteration project to undertake system upgrades and restack DHS at the Jacob K. Javits Federal Building located at 26 Federal Plaza, New York City, NY. GSA is requesting a purchase transfer from the FCRF for the full cost of this project. In accordance with the requirements of the FCRF, GSA is requesting NOA for the first repayment owed to the FCRF of \$49.024 million.

The proposed project will focus on fire protection, life safety, and immediate critical building system infrastructure needs. Additionally, the project will restack 160,000 USF of DHS-USCIS and 200,000 USF of DHS-ICE across 8 floors. DHS-USCIS is planning to relocate mission functions to Queens and Brooklyn to better support their mission needs (this scope is not part of this proposed project). This enables DHS-USCIS to restack their remaining occupants more effectively, support the internal swings necessary to accomplish the infrastructure portion of the project to avoid paying expensive lease costs, and restack the DHS-ICE tenants to be more efficient. Upon completion of the project, GSA expects the building to be nearly fully occupied. The infrastructure scope of this project includes the replacement of central air handling units, HVAC hydronic piping replacement, a new rooftop emergency generator, passenger and service elevator upgrades, bringing IT backbone cabling into compliance, fire alarm backbone upgrade, fire protection water supply infrastructure upgrades, active fire protection systems upgrade, new fireproofing, progressive collapse mitigation, exterior envelope repairs, replacement of closed-loop cooling towers, and all necessary associated HAZMAT abatement. Tenant spaces and respective systems that have been recently renovated and upgraded will not be altered under this project.

Life safety issues and deteriorating building systems need to be addressed on an urgent basis. Continuing maintenance of equipment that has reached the end of its useful life is expensive, burdensome on other programs, and potentially runs the risk of building closure if equipment were to fail. This building acts as the main Federal Government hub in New York City. GSA has been renovating floors within the building to provide new office space for occupants in recent years. This scope is necessary to allow the building to continue to function, and provide a safe work environment for all tenants in both older office fit-outs and newly built spaces. With tenant consolidation projects, GSA expects to increase FTEs in the building, which need more efficient and functional building systems to provide the optimal customer experience.

The FY 2022 request is for Design (\$54.323 million), Construction (\$644.465 million) and Management and Inspection (\$36.565 million).

Tennessee

Nashville, TN Estes Kefauver Federal Building and Annex.....\$300,000,000 transfer with annual repayments of \$20,000,000

GSA proposes \$300 million for a repair and alteration and consolidation project for the Estes Kefauver Federal Building and Annex (Kefauver Complex), located at 801 Broad Street in Nashville, TN. GSA is requesting a purchase transfer from the FCRF for the full cost of this project. In accordance with the requirements of the FCRF, GSA is requesting NOA for the first repayment owed to the FCRF of \$20 million.

The proposed project will replace and upgrade aged building systems, infrastructure, technology and code compliance needs. Additionally, the project will enable the backfill of approximately 93,000 USF of vacant space created by the new courthouse being constructed in Nashville.

The New Nashville Courthouse is expected to be completed and occupied in October 2021 and the space vacated by the U.S. District Court will be backfilled with Federal agencies currently in leased space. The U.S. Bankruptcy Court and the U.S. Court of Appeals are also currently housed in lease space and have been identified to backfill the Kefauver Complex, utilizing the vacated pre-existing court space. Additionally, the Veterans Benefits Administration, currently has space in the Kefauver Complex, has requested additional space in an effort to consolidate services that they currently have in leases within the Nashville metropolitan area.

This repair and alterations project will provide long term use of the Kefauver Complex, improve energy consumption, reduce vacancy in the buildings, modernize the buildings, retain the elements that make the complex a historically-significant piece of architecture, meet the future workplace needs of Federal tenants, and comply with GSA facility quality/performance standards and objectives.

The FY 2022 request is for Design (\$21.023 million), Construction (\$265.951 million) and Management and Inspection (\$13.026 million).

Rental of Space

(Dollars in Thousands)

FY 2020 Enacted	FY 2021 Enacted	FY 2022 Request
\$5,497,561	\$5,725,464	\$5,913,185

Note: Figures do not include indefinite authority for leased space.

Program Description

This activity provides for the leasing of privately owned buildings when federally owned space is not available. This includes space occupied by Federal agencies, including in U.S. Postal Service facilities. GSA provided 179 million square feet of leased space in FY 2020, and expects to provide 178 million square feet in FY 2021 and 175 million square feet in FY 2022. (Note: This NOA request does not include any space funded by GSA's Indefinite Lease Authority).

In FY 2022, \$5.91 billion is required for the Rental of Space program. This amount funds annual rent for current leases, real estate taxes and other one-time payments, and rent increases associated with replacement leases and expansion space.

The FY 2022 Rental of Space request consists of the following requirements:

- \$5,607.7 million for annual rent for leases already in GSA's inventory;
- \$53.6 million for rent increases, typically associated with replacement leases, operating cost escalations, and step rents;
- \$205.4 million for real estate taxes, reserve restoration, and one-time payments, such as claims and buyouts partly offset by free rent and broker commission credits;
- \$6.7 million for temporary expansion space, the amount of space entering the inventory for temporary leases in support of major repair and alteration projects and relocations due to forced moves or health and safety conditions; and
- (\$143.0) million for cancellations, the amount of space leaving the inventory.
- \$147.0 million for COVID-19-related operating costs

The FY 2022 request represents a 3-percent increase for Rental of Space requirements over the prior year. This is primarily due to the impact of COVID-19 related operating costs that account for \$147 million of the requested NOA. Costs also are increasing as \$16.1 million of delegated leases are returning to GSA, which increases the size of GSA's leased portfolio. It is imperative that GSA continue to execute the footprint optimization and Lease Cost Avoidance Program (LCAP) strategies to ensure effective management of costs to the Federal Government.

Rental of Space, Explanation of Changes

(Dollars in Thousands)

	New Obligational Authority (NOA) (in thousands)
Fiscal Year 2021 Request	\$ 5,725,464
Portion of FY20 Carryover Used To Fund FY21 Requirement	\$ 0
FY 2021 PYR Used To Fund FY2021 Requirements	\$ 23,000
FY2021 Requirement	\$ 5,748,464
Annualization of remaining FY 2021 Program Changes	\$ (52,815)
NOA Conversion of FY2021 IA Base	\$ 83,195
Lump Sums (Taxes, IBAs, Double Rent, Others)	\$ (171,071)
Fiscal Year 2022 Base	\$ 5,607,773
Rent Changes (Step Rent, CPIs, Escalations)	\$ 53,589
Lump Sums (Taxes, IBAs, RWAs, Double Rent, Others)	\$ 205,392
Cancellations	\$ (143,000)
Expansions	\$ 6,651
COVID-19 Related Operating Costs	\$ 147,000
Contingency for Evolving Requirements	\$ 35,780
Fiscal Year 2022 Request	\$ 5,913,185

Program Strategy

GSA has worked closely with partner Federal agencies to: (1) capture the full breadth of agency real estate portfolios in federally owned and leased space, and (2) create a roadmap for agencies to right-size their respective footprints. GSA is working with agencies to outline opportunities for consolidation and is establishing a sustainable ratio of leased and owned real estate for the GSA portfolio. The funding provided for consolidation projects and the special emphasis consolidation activities in the Capital Program request allows PBS to create new opportunities for agencies to downsize and reduce costs.

As the Government continues to implement strategies to identify savings through efficient space use, the cost to lease new space is expected to decrease in aggregate as GSA replaces, consolidates, or terminates expiring leases.

Although GSA passes on the costs of leased space to its occupant agencies, GSA's objective is to reduce the overall amount of leased RSF, while also budgeting for the necessary costs of Rental of Space requirements. This activity provides the Government with a portfolio approach to managing leasing requirements for space. One of the benefits provided by this portfolio

approach is flexibility for individual agencies to cancel most occupancies on short notice based on mission needs. In these situations, PBS will look to fill a requirement for another agency with this recently vacated space. Having a centralized portfolio approach for leasing enables this type of holistic approach to meeting needs across all Federal agencies. The table below demonstrates the success that GSA has had in reducing the amount of space leased since FY 2014.

Impact of Delegated Buildings Returning to GSA

Part of GSA's new inventory in FY 2022 is attributed to facility leases executed under delegated authority returning to GSA from other Federal agencies. During FY 2022 approximately 1.9 million RSF of leased space will be returned to GSA's inventory, resulting in a \$34.5 million requirement within indefinite lease authority (IA). The additional costs will be recovered in GSA's rent collections and do not represent a net increase in overall obligations across the Government. These returned delegations generate an overall benefit as GSA is able to better manage the leasing of space for agencies, allowing these agencies to focus on mission-oriented work. The NOA impact of delegated returns in FY 2022 is \$16.1 million and 575 thousand RSF from the FY 2020 returned delegations that move from IA to NOA.

Impact of COVID-19 Costs

The FY 2022 Request contains \$147 million for costs related to addressing CDC requirements related to routine cleaning and disinfection of high touch surfaces in common and high-traffic areas, excluding occupant agency workstations and related personal property, cleaning and disinfecting in response to confirmed or suspected COVID-19 cases, and other additional building services.

Impact of Census Leases

The FY 2022 request does not contain funds for decennial Census Leases that were reflected in the FY 2021 request. In the following chart, the impact of expiring Census leases in FY 2021 is removed to create a comparable point for the increase in GSA's FY 2022 Rental of Space requirements.

When adjusting for the COVID-19 and Census impacts, the actual increase in requirements from FY21 to FY22 is 1.87%.

Summary of Changes from Census, COVID-19 & Return Delegations

(Dollars in Thousands)

	Cost	RSF
FY 2021 President's Budget	\$ 5,725,464	177,952
FY21 Census Impact	\$ (116,354)	(1,905)
Adjusted FY 2021 for Comparison to FY 2022 Request	<u>\$ 5,609,110</u>	<u>176,047</u>
FY 2022 Request	\$ 5,913,185	174,859
Carry Over	\$ (35,780)	
CDC Covid Compliance	\$ (147,023)	
Returned Delegations from IA to NOA in FY 2022	\$ (16,129)	(575)
FY 2022 Requirement	<u>\$ 5,714,253</u>	<u>174,284</u>
Increase / (Decrease) to FY 2021 Requirement	\$ 105,143	(1,763)
Percentage / (Decrease)	1.87%	-1.00%
Percentage Increase - unadjusted	3.28%	-1.74%

Building Operations

(Dollars in Thousands)

FY 2020 Enacted	FY 2021 Enacted	FY 2022 Request
\$2,432,834	\$ 2,533,444	\$2,945,005

Note: Figures do not include indefinite authority

Program Description

The Building Operations program requires \$2.95 billion in FY 2022 to provide services for both federally owned and leased facilities, as well as administration and management of all PBS real property programs. Of the total amount requested in support of Building Operations, the Building Services allocation funds services and cost increases for cleaning, utilities, maintenance, and building services; the Salaries and Expenses allocation supports PBS personnel costs excluding reimbursable FTE, PBS-specific IT applications and PBSs contribution to the WCF.

In addition to the NOA requested in FY 2022, PBS projects \$1.36 billion in reimbursable authority for services provided to other agencies, including funding for 270 FTEs. PBS also projects \$41.8 million in permanent indefinite authority from the International Trade Center, Cooperative Use, and Antennae programs.

Building Operations, Explanation of Changes
(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Enacted	FY2022 Request
BASE BUILDING	\$ 1,146,112	\$ 1,207,889	\$ 1,467,827
Maintenance	\$ 438,792	\$ 470,683	\$ 533,147
Cleaning	\$ 376,877	\$ 380,692	\$ 495,602
Utilities	\$ 274,243	\$ 285,946	\$ 369,022
Security	\$ 56,200	\$ 70,568	\$ 70,056
OTHER / MISC BUILDING	\$ 131,262	\$ 126,230	\$ 140,732
Misc Bldg Support	\$ 104,017	\$ 96,497	\$ 111,495
Studies	\$ 23,320	\$ 26,109	\$ 25,699
Building Moves	\$ 3,925	\$ 3,624	\$ 3,538
PBS ADMINISTRATIVE	\$ 1,193,409	\$ 1,245,247	\$ 1,334,654
Personnel Compensation and Benefits	\$ 701,598	\$ 757,637	\$ 837,284
GSA Working Capital Fund	\$ 364,945	\$ 368,610	\$ 379,435
Management Support	\$ 76,140	\$ 71,500	\$ 70,960
PBS Information Technology	\$ 50,439	\$ 47,735	\$ 46,999
Administrative Services	\$ 9,480	\$ 9,345	\$ 9,428
Heating Operation and Transmission Division	\$ (9,193)	\$ (9,580)	\$ (9,452)
OTHER / MISC PBS ADMINISTRATIVE	\$ 3,396	\$ 2,925	\$ 1,792
Travel	\$ 12,336	\$ 10,665	\$ 10,685
Training	\$ 6,800	\$ 6,800	\$ 7,348
Telephones	\$ 5,907	\$ 6,006	\$ 5,385
Equipment	\$ 858	\$ 1,723	\$ 2,015
Supplies	\$ 933	\$ 837	\$ 901
Printing	\$ 190	\$ 189	\$ 177
Transportation	\$ 23	\$ 28	\$ 26
RWA Sliding Scale Fee	\$ (23,651)	\$ (23,323)	\$ (24,745)
TOTAL BUILDING SERVICES REQUIREMENT	\$ 2,474,179	\$ 2,582,291	\$ 2,945,005
OTHER FUNDING SOURCES	\$ (101,362)	\$ (48,847)	\$ -
TOTAL BUILDING OPERATIONS NOA	\$ 2,372,817	\$ 2,533,444	\$ 2,945,005

Note: Other Funding Sources includes funds from projected prior year recoveries, National Antenna Program, Cooperative Use Act, and carryover balances.

Program Strategy

While maximizing resources for New Construction and Acquisition and the Repairs and Alterations programs, the FY 2022 request of \$2.95 billion for Building Operations continues to optimize PBS's internal operations while supporting key building operations needs requested by GSA's customer agencies.

GSA is on target to increase personnel to 5,553, including 270 reimbursable positions, by the end of FY 2021 and will increase by 14 positions in FY 2022. This level of personnel will enable PBS to reduce the number of lease extensions and avoid lease premiums under the LCAP initiative. In addition to the avoided costs for short-term extension premiums, PBS will avoid higher leasing rates, as longer terms typically yield a more favorable rate.

Section 889 Requirements — Section 889 of the 2019 National Defense Authorization Act went into effect on August 13, 2020, and prohibits agencies from buying products or services from companies which use prohibited products from Chinese companies. GSA's procurement division is implementing the necessary steps to ensure contractors comply with this requirement. To offset these changes, PBS will face increased costs related to the procurement costs of noncompliant Janitorial and Operations and Maintenance contracts.

Explanation of Programmatic Changes

The FY 2022 request continues efforts to operate PBS's building inventory as efficiently as possible by keeping requested funding levels at the lowest possible level. In FY 2015, PBS implemented additional national oversight of operating budgets in an effort to examine the management, contract provisions, contracting practices, and other activities that contribute to better value in PBS's operating services. While the requested NOA is increasing, the actual spending has remained relatively flat as carryover balances are obligated.

Maintenance: The maintenance budget consists of the electrical, plumbing, HVAC, elevator/escalator operations, and labor in support of the operations of facilities within GSA's jurisdiction, custody or control. The FY 2022 request includes \$533 million, a 13 percent increase from the FY 2021 requested level for maintenance. This increase provides for additional wage rate increases and inflation on current maintenance contracts as well as maintenance support for facilities that will come into PBS's inventory, including newly constructed or renovated space. Additionally, funds in the amount of \$20 million are included to provide additional building services in accordance with CDC guidelines for COVID-19.

Cleaning: The cleaning budget consists of the interior cleaning, exterior cleaning, trash removal, landscaping, and snow removal operations of facilities within GSA's control. The FY 2022 request includes \$496 million, an increase of 30 percent from the FY 2021 requested funding for cleaning. The majority of the increase is due to CDC COVID-19 cleaning and disinfection guidelines for high-touch surfaces in common and high-traffic areas, excluding occupant agency workstations and related personal property, and confirmed or suspected cases of COVID-19 for a total of \$68.5 million.

Utilities: The utility budget consists of the costs of water and sewage, as well as the energy needed to heat, cool, and power Federal facility operations controlled by GSA. The FY 2022 request includes \$369 million, an increase of 29 percent from the FY 2021 requested funding level. The majority of the increase is due to costs associated with implementing COVID-19 CDC guidelines for increasing ventilation and improving air filtration. The annual costs of Energy Saving Performance Contracts (ESPC) and Utility Energy Service Contracts (UESC) are funded from the utilities budget. GSA anticipates that these costs will be offset in future fiscal years by reductions to utility payments by PBS and cost avoidance within the maintenance and Basic Repairs and Alterations budgets.

Security: The security budget provides funding for services provided by the U.S. Department of Homeland Security – Federal Protective Service in GSA-controlled space. The FY 2022 request includes \$70 million, a one percent decrease compared to the FY 2021 request level. GSA is working with the Federal Protective Service to analyze and control costs where appropriate.

Miscellaneous Building Support: The FY 2022 request includes \$112 million, an increase of 16 percent from the FY 2021 request level, for miscellaneous building support. The increase is due in large part to greater Building Automation System upgrade requirements. This category includes various programs that support improved operations. The Fire Protection and Life Safety program identifies fire and safety hazards in GSA-controlled facilities. The Space Alterations and Changes program funds Federal space requirements development, including expansion space and alterations under \$50,000.

The Energy and Environmental program oversees environmental testing and hazardous material abatement, as well as improving efficiencies by diagnosing, metering, and enhancing building systems with advanced automation systems. The Realty Services program funds leased space requirements-development, market surveys and appraisals, brokerage commissions, and assigning and backfilling space. In addition, this funding allows for Special Programs that include building amenities such as food service child care operations, and the Historic Preservation program. Miscellaneous Building Support also funds various support functions not chargeable elsewhere, such as key making, signage, renting operating equipment and tools, and raising and lowering flags. The majority of the increase to this program area is to support the upcoming expiring leases by investing in program-of-requirements and construction management services for lease projects.

Studies: The FY 2022 request includes \$26 million, a decrease of two percent from the FY 2021 requested funding level. This category includes environmental studies and assessments, project development studies, building engineering reports, and planning studies. Energy audits are not included in this category and are funded through the Energy and Environmental program. Studies are the first phase in successfully developing a capital project and are vital to the formulation of the Five-Year Capital Plan; it is, therefore, imperative that funding be provided at the request level.

Building Moves: This category funds costs associated with moving an agency into or out of space or moving GSA occupied offices. The FY 2022 request includes \$4 million, a decrease of \$86 thousand, or two percent, from the FY 2021 requested funding level.

Personnel Compensation and Benefits (PC&B): The FY 2022 request includes \$837 million, an increase of 11 percent from the FY 2021 request. The FY 2022 request funds approximately 5,553 FTE, of which 270 of these FTE will be funded from reimbursable authority. The anticipated reimbursable authority to fund PC&B in FY 2022 is \$45 million. The FY22 request remains inclusive of the Lease Cost Avoidance Initiative with 209 positions (approximately 151 FTE and 58 management-support positions). These positions are imperative to the success of the LCAP initiative. The FBF NOA includes an increase of 2.7% percent for pay raise and FERS benefits increases. Awards comprise 2.3 percent of PC&B.

GSA Working Capital Fund: The FY 2022 request includes \$379 million for PBS' payment to the Working Capital Fund (WCF), an increase of \$11 million from the FY 2021 level primarily due to pay raises for employees funded through the Working Capital Fund and expansion of the ELP intern program. This category provides funding for GSA's overhead and administrative functions, including Budget and Finance, the Office of General Counsel, Human Resources, and GSA IT services, as well as select PBS-specific requirements.

Management Support: The FY 2022 request includes \$71 million, a reduction of almost one percent from FY21 request levels. The decrease represents additional insourcing and cost savings PBS identified. Management Support refers to PBS functions that are contracted out rather than maintained in-house in order to fulfill short-term initiatives, implant specified subject-matter expertise, or reduce personnel costs based upon competitive analyses. Positions support administrative functions as well as core areas of PBS' business such as leasing and building support.

PBS IT Services: The FY 2022 request includes \$47 million, which is a decrease of about one and a half percent from the FY 2021 request. FY 2020 included an increase to fund a project management system replacement, which was a one-time, planned investment. In FY 2022, the IT budget returns to its previous level. This category provides funding for top-priority, PBS-specific IT enhancements and investments including operation, maintenance, and enhancements of national applications.

Other/Miscellaneous PBS Administrative: The FY22 request includes \$26.5 million, which is an increase of \$289 thousand, or one percent, from the FY 2021 request. This category provides funding for PBS's administrative costs such as transportation, telephones, printing, supplies, equipment, and travel, as well as programmatic spending not associated with Management Support. This category also includes \$7.4 million for training that represents less than one percent of base salary cost. Training funds provide discretionary and mandatory requirements such as PBS's Acquisition and Project Management personnel training, and the Facilities Management certification program. The anticipated reimbursable authority to fund this category in FY 2022 is \$24.7 million.

Reimbursable Program

PBS provides, on a reimbursable basis, building services such as tenant alterations, cleaning, utilities, and other operations, which are in excess of those services provided within PBS's standard commercial rental charges when requested by other Federal agencies.

REIMBURSABLE PROGRAM		
EXPLANATION OF BUDGET CHANGES		
(Dollars in Thousands)		
	FTE	Reimbursable
FY 2021 Request	270	\$ 1,360,213
Workload Increases	<u>0</u>	<u>\$ -</u>
FY 2022 Request	270	\$ 1,360,213

Appropriations Language

*Amounts in the Fund, including revenues and collections deposited into the Fund, shall be available for necessary expenses of real property management and related activities not otherwise provided for, including operation, maintenance, and protection of federally owned and leased buildings; rental of buildings in the District of Columbia; restoration of leased premises; moving governmental agencies (including space adjustments and telecommunications relocation expenses) in connection with the assignment, allocation, and transfer of space; contractual services incident to cleaning or servicing buildings, and moving; repair and alteration of federally owned buildings, including grounds, approaches, and appurtenances; care and safeguarding of sites; maintenance, preservation, demolition, and equipment; acquisition of buildings and sites by purchase, condemnation, or as otherwise authorized by law; acquisition of options to purchase buildings and sites; conversion and extension of federally owned buildings; preliminary planning and design of projects by contract or otherwise; construction of new buildings (including equipment for such buildings); and payment of principal, interest, and any other obligations for public buildings acquired by installment purchase and purchase contract; in the aggregate amount of **\$10,931,485,000**, of which—*

*(1) **\$417,202,000** shall remain available until expended for construction and acquisition (including funds for sites and expenses, and associated design and construction services):*

Provided, That amounts identified in the spend plan for construction and acquisition required by section 525 of this division may be exceeded to the extent that savings are affected in other such projects, but not to exceed 10 percent of the amounts included in a transmitted prospectus, if required, unless advance notice is transmitted to the Committees on Appropriations of a greater amount;

*(2) **\$1,656,093,000** shall remain available until expended for repairs and alterations, including associated design and construction services, of which—*

*(A) **\$1,047,383,000** for Major Repairs and Alterations;*

*(B) **\$388,710,000** for Basic Repairs and Alterations; and*

*(C) **\$220,000,000** for Special Emphasis Programs:*

Provided, That amounts identified in the spend plan for major repairs and alterations required by section 525 of this division may be exceeded to the extent that savings are affected in other such projects, but not to exceed 10 percent of the amounts included in a transmitted prospectus, if required, unless advance notice is transmitted to the Committees on Appropriations of a greater amount: Provided further, That additional projects for which prospectuses have been transmitted may be funded under this category only if advance notice is transmitted to the Committees on Appropriations:

Provided further, That the amounts provided in this or any prior Act for "Repairs and Alterations" may be used to fund costs associated with implementing security improvements to buildings necessary to meet the minimum standards for security in accordance with current law and in compliance with the reprogramming guidelines of the appropriate Committees of the House and Senate: Provided further, That the difference between the funds appropriated and expended on any projects in this or any prior Act, under the heading "Repairs and Alterations", may be transferred to Basic Repairs and Alterations or used to fund authorized increases in prospectus

projects: Provided further, That the amount provided in this or any prior Act for Basic Repairs and Alterations may be used to pay claims against the Government arising from any projects under the heading "Repairs and Alterations" or used to fund authorized increases in prospectus projects;

(3) \$5,913,395,000 for Rental of Space to remain available until expended;

(4) \$2,930,936,000 for Building Operations to remain available until expended;

Provided, That the total amount of funds made available from this Fund to the General Services Administration shall not be available for expenses of any construction, repair, alteration and acquisition project for which a prospectus, if required to be submitted pursuant to 40 U.S.C. 3307, has not been transmitted to the Committees referenced therein, except that necessary funds may be expended for each project for required expenses for the development of a proposed prospectus: Provided further, That funds available in the Federal Buildings Fund may be expended for emergency repairs when advance notice is transmitted to the Committees on Appropriations: Provided further, That amounts necessary to provide reimbursable special services to other agencies under 40 U.S.C. 592(b)(2) and amounts to provide such reimbursable fencing, lighting, guard booths, and other facilities on private or other property not in Government ownership or control as may be appropriate to enable the United States Secret Service to perform its protective functions pursuant to 18 U.S.C. 3056, shall be available from such revenues and collections: Provided further, That revenues and collections and any other sums accruing to this Fund during fiscal year 2022, excluding reimbursements under 40 U.S.C. 592(b)(2), in excess of the aggregate new obligational authority authorized for Real Property Activities of the Federal Buildings Fund in this Act shall remain in the Fund and shall not be available for expenditure except as authorized in appropriations Acts.

Appropriations Language for the Federal Capital Revolving Fund Repayment

Contingent upon enactment of the Federal Capital Revolving Fund Act of 2021, amounts in the Fund, including revenues and collections deposited into the Fund, shall be available for acquisition installment payments in the amount of \$69,024,000, to remain available until expended, for the first annual repayment amounts to the Federal Capital Revolving Fund: Provided, That \$49,024,000 shall be for the Public Buildings Service Jacob K. Javits Federal Building in New York, New York: Provided further, That \$735,353,000 is approved for a purchase transfer from the Federal Capital Revolving Fund for the Jacob K. Javits Federal Building: Provided further, That \$20,000,000 shall be for the Public Buildings Service Kefauver Complex in Nashville, Tennessee: Provided further, That \$300,000,000 is approved for a purchase transfer from the Federal Capital Revolving Fund for the Kefauver Complex: Provided further, That such projects shall be considered designated and approved pursuant to such Act, contingent upon the President's subsequent approval and designation.

Program	Source	Explanation
Recycling and Energy Rebates	40 U.S.C. § 592	The Administrator may obligate amounts received and deposited into the FBF for energy management improvement and recycling programs.
Historic Properties	54 U.S.C. § 306121	The proceeds of any outlease for a historic property may, notwithstanding any other provision of law, be retained by the agency entering into such lease and used to defray costs incurred by the agency with respect to such property or other properties under the control of the agency that are on the National Register of Historic Places.
Pennsylvania Avenue Activities	40 U.S.C. § 6701(b)(1)	The Administrator may use amounts transferred from the Pennsylvania Avenue Development Corporation (PADC) or income earned on PADC property for activities associated with carrying out the responsibilities of the PADC transferred to the Administrator. Any income earned after October 1, 1998, shall be deposited to the Federal Buildings Fund to be available for the purposes authorized under this subchapter, notwithstanding 40 U.S.C. § 592(c)(1).
International Trade Center	40 U.S.C. § 6701(a)(1)	The Administrator may make and perform transactions as necessary to carry out the trade center plan at the Federal Triangle Project. See also 40 U.S.C. § 6701(b) (1), noted above.
Cooperative Use Act and National Antenna Program	40 U.S.C. § 581(h)(3)	The Administrator may deposit into the FBF amounts received under Cooperative Use Act leases or rentals, and amounts deposited shall be credited to the appropriation from the Fund applicable to the operation of the building.
Telecommuting	40 U.S.C. § 587(b)(4)	The Administrator may deposit into the FBF user fees related to telecommuting centers, and use the fees to pay costs incurred in establishing and operating telecommuting centers. GSA may accept and retain income received from Federal agencies and non-Federal sources to defray costs directly associated with the functions of telecommuting centers.

*U.S. General Services Administration
Federal Buildings Fund*

Rental of Space	40 U.S.C. § 586 (d)	An agency may make rent payments to GSA for lease space relating to expansion needs of the agency. Payment rates shall approximate commercial charges for comparable space. Payments shall be deposited into the FBF. GSA may use amounts received under this subsection, in addition to amounts received as New Obligational Authority, in the Rental of Space activity of the FBF.
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U.S. General Services Administration

GOVERNMENT-WIDE POLICY

Fiscal Year 2022 Budget Request

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Appropriations Language

*For expenses authorized by law, not otherwise provided for Government-wide policy and evaluation activities associated with the management of real and personal property assets and certain administrative services; Government-wide policy support responsibilities relating to acquisition, travel, motor vehicles, information technology management, and related technology activities; and services as authorized by 5 U.S.C. 3109; **\$67,820,000**, of which \$4,000,000 shall remain available until September 30, 2022.*

Program Description

This appropriation provides for the activities of the Office of Government-wide Policy (OGP). OGP works cooperatively with other agencies to develop and evaluate administrative policies associated with the following: acquisition and acquisition workforce career development; real property (including high-performing building policy); personal property; travel, transportation management, motor vehicles and aircraft; advisory committee management; information technology (IT) and cybersecurity; evaluation practices; and transparency of regulatory information. OGP also collaborates with agencies and other primary Government organizations to provide support for the execution of Government-wide priorities and programs. These programs include program management support for Government-wide shared services, cross-agency priority goals in the President's Management Agenda (PMA) and IT programs. OGP identifies and shares policies and best practices to drive savings, efficiency, and effectiveness across the Federal Government.

OGP consists of eight offices including the Office of Asset and Transportation Management; the Office of Evidence and Analysis; the Office of Information Integrity and Access; the Office of Federal High-Performance Buildings; the Office of Evaluation Sciences; the Office of Acquisition Policy; the Office of Regulation Management; and the Office of Shared Solutions and Performance Improvement.

Amounts Available for Obligation
(Dollars in Thousands)

	2020 Actual	2021 Enacted	2022 Request
Discretionary authority:			
Annual appropriation	\$ 64,000	\$ 64,000	\$ 67,820
Reimbursable authority:			
Unobligated balance, start of year	\$ 21,799	\$ 30,561	\$ 30,561
New authority	\$ 9,851	\$ 11,851	\$ 3,351
Transfers in for Inter-Agency Councils/Cross-Agency Priority Goals	\$ 26,000	\$ 32,000	\$ 32,000
Transfers out for Inter-Agency Councils/Cross-Agency Priority Goals	\$ -	\$ -	\$ -
Change in uncollected payments	\$ (1,005)	\$ -	\$ -
Recovery of prior-year obligations	\$ -	\$ -	\$ -
Unobligated balance, expiring	\$ (37)	\$ -	\$ -
Subtotal, Reimbursable Authority	\$ 56,272	\$ 74,412	\$ 65,912
Reimbursable Unobligated balance, end of year	\$ 21,799	\$ 30,561	\$ 22,061
Obligations, Reimbursable	\$ 32,890	\$ 43,851	\$ 43,851
Obligations, appropriated (annual)	\$ 63,791	\$ 64,000	\$ 67,820
Obligations, appropriated (multi-year)	\$ -	\$ -	\$ -
Total obligations	\$ 96,681	\$ 107,851	\$ 111,671
Carry over authority	\$ -	\$ -	\$ 4,000
Net Outlays	\$ 53,137	\$ 65,816	\$ 67,003

Explanation of Changes, Appropriated Dollars and FTE
 (Dollars in Thousands)

	FTE	FY 2020 Actual	FTE	FY 2021 Enacted	FTE	FY 2022 Request
	125	\$ 64,000	161	\$ 64,000	153	\$ 67,820
Program Increases:						
Payroll Increase Impact of 2.7%					-	\$ 567
Inflationary increases						\$ 513
Administration Priorities						\$ 3,107
Subtotal, Program Increases					-	\$ 4,187
Program Decreases:						
FTE transfer to GSA-IT					(1)	\$ -
WCF Bill reduction from FY 2021 Request						\$ (367)
Reducing vacant unfunded FTEs					(7)	\$ -
Subtotal, Program Decreases					(8)	\$ (367)
Total Adjustments					(8)	\$ 3,820

Note: Full Time Equivalency transfer out obligations are directly billed by the WCF and therefore, it is cost neutral to OGP direct funding.

*U.S. General Services Administration
Government-wide Policy*

Funding by Program, Dollars and FTE

(Dollars in Thousands)

	FY 2020 Actual		FY 2021 Enacted		FY 2022 Request	
	FTE	Authority	FTE	Authority	FTE	Authority
1. Administration						
Annual appropriation	8	\$ 12,042	9	\$ 12,802	9	\$ 13,352
Subtotal, Administration	8	\$ 12,042	9	\$ 12,802	9	\$ 13,352
2. Asset and Transportation Management						
Annual appropriation	35	\$ 11,716	46	\$ 12,009	40	\$ 12,553
Reimbursable authority	0	\$ -	0	\$ -	0	\$ -
Subtotal, Asset and Transportation	33	\$ 11,709	46	\$ 12,009	40	\$ 12,553
3. Evidence and Analysis						
Annual appropriation	8	\$ 4,576	11	\$ 4,638	11	\$ 4,811
Subtotal, Evidence and Analysis	8	\$ 4,576	11	\$ 4,638	11	\$ 4,811
4. Information Integrity and Access						
Annual appropriation	27	\$ 19,255	35	\$ 19,214	35	\$ 19,517
Reimbursable authority	0	\$ 4,378	0	\$ 4,500	0	\$ 4,500
Subtotal, Information Integrity and Access Management	27	\$ 23,633	35	\$ 23,714	35	\$ 24,017
5. Federal High Performance Buildings						
Annual appropriation	11	\$ 3,356	11	\$ 2,912	13	\$ 3,762
Subtotal, Federal High Performance Buildings	11	\$ 3,356	11	\$ 2,912	13	\$ 3,762
6. Regulations Management						
Annual appropriation	6	\$ 3,520	12	\$ 3,578	8	\$ 4,608
Subtotal, Regulations Management	6	\$ 3,520	12	\$ 3,578	8	\$ 4,608
7. Evaluation Sciences						
Annual appropriation	6	\$ 1,697	9	\$ 1,611	9	\$ 1,835
Reimbursable authority	0	\$ 1,186	0	\$ 2,000	0	\$ 2,000
Subtotal, Evaluation Sciences	8	\$ 2,883	9	\$ 3,611	9	\$ 3,835
8. Acquisition Policy						
Annual appropriation	24	\$ 5,600	28	\$ 5,733	28	\$ 5,836
Reimbursable authority	8	\$ 2,414	12	\$ 2,851	12	\$ 2,851
Subtotal, Acquisition Policy	45	\$ 8,014	45	\$ 8,584	45	\$ 8,687
9. Shared Solutions and Performance Improvement						
Annual appropriation	0	\$ 2,029	0	\$ 1,503	0	\$ 1,546
Reimbursable authority	0	\$ 602	0	\$ 2,500	0	\$ 2,500
Reimbursable authority, Management councils/CAP Goals	17	\$ 24,310	28	\$ 32,000	28	\$ 32,000
Subtotal, Shared Solutions and Performance Improvement	17	\$ 26,941	28	\$ 36,003	28	\$ 36,046
Total, Annual appropriated	125	\$ 63,791	161	\$ 64,000	153	\$ 67,820
Total, Reimbursable	25	\$ 32,890	40	\$ 43,851	40	\$ 43,851
Total, Budget Authority	150	\$ 96,681	201	\$ 107,851	193	\$ 111,671

Summary

The FY 2022 appropriated budget request provides \$67.4 million and 153 full-time equivalents (FTE) for the Office of Government-wide Policy (OGP), which is an increase of \$3.8 million in funding and a decrease of 8 FTE from the FY 2021 Enacted Amount.

In FY 2022, OGP will continue to develop, analyze, and assist agencies in implementing administrative policies for the Federal Government in multiple functional areas, including real and personal property; aircraft and motor vehicles; travel and transportation of goods and people; acquisition of goods and services; acquisition workforce development; IT and cybersecurity policy; shared services; evaluation practices; and high-performance Federal buildings. The 2022 Budget provides the funding required to support agency implementation of new initiatives related to policy development and Government-wide program support.

Program Financing

Salaries and expenses of OGP staff are funded from annual appropriations and reimbursable authority. Other reimbursable costs within OGP include the Federal Acquisition Institute (FAI) and CXO Council and Cross-Agency Priority (CAP) Goal funds. The CXO Council and CAP Goal funds are collected by the Office of Shared Solutions and Performance Improvement (OSSPI), which, in coordination with the Office of Management and Budget (OMB), identifies and pursues initiatives across agencies to support the Federal Management Councils and Cross-Agency Priority Goals. The FAI uses Acquisition Workforce Training Funds to foster the development of high-performing and qualified Government-wide Federal civilian agency acquisition workforce, which includes training, certification programs, human capital planning, and acquisition research.

Program Increases

OGP coordinates a detailed program and performance management review annually to reprioritize projects based on emerging priorities, risks, and efficiencies. OGP's FY 2022 budget request increases from the FY 2021 request include:

- an increase of \$567 thousand for a 2.7 percent pay raise;
- an increase of \$513 thousand to adjust for inflation; and
- an increase of \$3.1 million for support of Administration priorities such as climate and sustainability, diversity and inclusion and evidence and evaluation.

Program Decreases

OGP's request includes one FTE transfer to the Office of GSA IT in the Working Capital Fund to support an increase in IT requirements for the support of rulemaking systems in the Office of Regulations Management. Additionally, this request includes a reduction of seven vacant unfunded FTE.

Reimbursable Programs

The FY 2022 request includes \$32 million in Government-wide contributions that GSA will collect from other Federal agencies to fund CXO Councils and CAP Goal implementation, in accordance with Sec. 721 of P.L. 116-93. CXO Council services include administration of the Federal executive councils (Chief Financial Officers Council, Chief Human Capital Officers Council, Chief Information Officers Council, Chief Acquisition Officers Council, Federal Real Property Council, Federal Privacy Council, Performance Improvement Council, PMIAA Council, etc.), supporting the implementation of priorities identified in the President's Management Agenda, and accelerating the use of data to influence the creation of effective management strategies.

- The Government-wide Executive Council's budget includes up to \$17 million in transfer authority to support cross-Government initiatives related to mission support activities, management priorities, and challenges.
- Up to \$15 million in transfer authority is budgeted for CAP Goal implementation as identified in the President's Management Agenda. These activities are discussed in more detail in the Executive Office of the President's FY 2022 Congressional Justification.
- The OGP budget request includes \$11.9 million in reimbursable funding for the Office of Information Integrity and Access; the Office of Evaluation Sciences; the Office of Acquisition Policy, Federal Acquisition Institute (FAI); and the Office of Shared Solutions and Performance Improvement.
 - To continue to provide high-quality data evaluation support to its agency partners, especially given the enactment of the Evidence Act, the Office of Evaluation Sciences is requesting \$2 million in reimbursable authority;
 - The FAI submission includes \$2.9 million in reimbursable authority for the agreement with the Acquisition Workforce Training Fund to support implementation of the FAI Improvement Act (41 U.S.C. § 1201 Pub. L. 112-81). The Act promotes career development and strategic human capital management for the estimated 180,000 Federal civilian agency acquisition workforce. FAI deploys a civilian agency training consortium board that utilizes innovative tools

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- and technologies to reduce redundancies, leverage resources, provided for key acquisition workforce data management, and align acquisition workforce development training objectives across Federal Civilian agencies;
- OSSPI requests \$2.5 million in reimbursable authority to fund shared service priorities to support the Government-wide management agenda or Federal-wide reform efforts identified by OMB.
 - The balance of OGP's reimbursable authority will be used to help Federal agencies with activities related to developing and evaluating administrative policies.

Obligations by Object Classification
(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Enacted	FY 2022 Request
11.1 Full-time permanent	\$ 16,925	\$ 20,524	\$ 22,079
11.3 Other than full-time permanent	\$ 683	\$ 230	\$ 238
11.5 Other personnel compensation	\$ 268	\$ 286	\$ 460
11.8 Special personnel services payments	\$ 467	\$ 1,100	\$ 300
12.1 Civilian personnel benefits	\$ 5,743	\$ 6,978	\$ 7,076
21.0 Travel and transportation of persons	\$ 64	\$ 202	\$ 199
23.1 Rental payments to GSA	\$ -	\$ 1,811	\$ 1,873
23.3 Communications and utilities	\$ 5	\$ 38	\$ 38
24.0 Printing and reproduction	\$ 402	\$ 447	\$ 447
25.1 Advisory and assistance services	\$ 19,811	\$ 18,109	\$ 19,439
25.2 Other services from non-Federal sources	\$ 145	\$ 240	\$ 240
25.3 Other goods & services from Federal sources	\$ 19,180	\$ 13,975	\$ 15,371
26.0 Supplies and materials	\$ 29	\$ 45	\$ 45
31.0 Equipment	\$ 69	\$ 15	\$ 15
99.0 Obligations, Appropriated (Annual)	\$ 63,791	\$ 64,000	\$ 67,820
Subtotal, PC&B	\$ 24,086	\$ 29,118	\$ 30,153
Subtotal, Non-labor	\$ 39,705	\$ 36,725	\$ 37,667
99.2 Obligations, reimbursable	\$ 32,890	\$ 43,851	\$ 43,851
99.9 TOTAL OBLIGATIONS	\$ 96,681	\$ 109,694	\$ 111,671

OGP Policy Offices

Office of Asset and Transportation Management

The Office of Asset and Transportation Management establishes evidence-based Government-wide policies and regulations that help Federal agencies improve the effectiveness and efficiency of managing their assets and transportation. These policy program areas include aircraft and motor vehicles, personal property, real property, transportation, mail, passenger travel, and relocation allowances and entitlements. In FY 2022, this office will continue to develop the Federal Integrated Business Framework (FIBF) process for real property and travel. The FIBF process will establish a common understanding of the data standards, common capabilities, functions and activities, use cases, and performance metrics needed by agencies to manage real property and travel and expense management. The office will also finalize and implement all proposed regulatory actions under the Regulatory Reform initiative to improve Federal policy and guidance to make the Government operate more effectively. In addition, this office will continue to maintain the Federal Travel Regulation and Federal Management Regulations and calculate and publish annual per diem rates. The team will manage several interagency councils and committees that promote best practices, transparency, and accountability and provide advice for establishing and managing Federal advisory committees, as mandated by the Federal Advisory Committee Act. The office will remain focused on collecting reliable data for publication on real property, fleet, personal property, and travel to promote Government-wide asset management decisions, transparency, accountability, and policy development.

Office of Evidence and Analysis

The Office of Evidence and Analysis works to expand the agency's ability to gather, compile, and generate evidence-based analyses from a variety of business systems that provide decision making information for senior leadership. The work of this team will improve the effectiveness of operations, processes, and systems by providing empirical data to inform policy development and operational decision-making. This team collects, stores, and develops Government-wide data to create integrated management metrics, perform predictive policy analysis, and map agency and bureaus to a common structure that allows for comparisons to be made across agencies and administrative functions. The office regularly surveys senior management in the Federal workforce to determine the effectiveness of contracting, human capital, financial management, and IT services of the largest agencies in the Government. This team is leading a data governance process that focuses on business requirements for data and Government-wide data improvement initiatives to make data more valuable and usable for advanced policy analytics efforts.

Through the storage, cataloging, development, integration, and mapping of Government-wide administrative data, this team will help improve the efficiency and effectiveness of Government-wide asset management and administrative functions.

Office of Information Integrity and Access

The Office of Information Integrity and Access supports and enables agency implementation of Government-wide IT policies and programs. This office works directly with the OMB Office of E-Government and Information Technology and the Chief Information Officers Council to support agency Chief Information Officers, IT acquisition professionals, standard-setting organizations, and other IT decision-makers to address common and complex Federal IT challenges, including:

- Identity, Credential, and Access Management;
- IT accessibility and Section 508 compliance;
- IT infrastructure modernization and data center optimization;
- Technology Business Management implementation support;
- Federal IT Dashboard support; and
- Policy development for emerging technologies, including collaboration with the National Institute of Standards and Technology on IT policy.

OGP manages several Government-wide programs and Communities of Practice (CoP) to drive Federal consensus on the implementation of Federal standards. These CoPs include:

- Cloud & Infrastructure CoP;
- Federal eCPIC Steering Committee;
- Federal Technology Investment Management CoP;
- Accessibility CoP;
- Identity, Credential, and Access Management Subcommittee; and
- Federal Web Council.

OGP has established a new Emerging Technology Division, using existing resources, to investigate and assess the impact of new and emerging technology (e.g., artificial intelligence, internet of things, quantum computing, etc.) on the Government. This program supports the development of policy recommendations and standards to support use, adoption of, and response to new technologies. This Division also takes on specific tasks regarding emerging technology at the request of GSA leadership, the Federal CIO, and the CIO Council.

OGP will establish a shared third-party accreditation construct for Government-wide IT product accessibility testing capability. This investment will substantially facilitate Section 508-compliant Federal spending for new IT. This effort will also eliminate redundant testing across agencies and reduce the cost of IT system remediation.

Office of Federal High-Performance Green Buildings

The Office of Federal High-Performance Green Buildings supports the overall Federal Government's mission to operate more effectively and efficiently, as directed in Executive Orders 13990, and 14008 Section 205, Revitalizing Federal Sustainability. The office supports the implementation of the Energy Independence and Security Act of 2007 and drives efficient use of energy, water, and natural resources. The office advances Federal building innovation and performance in planning, design, and operations to reduce costs, enable agency missions, enhance human health and performance, and minimize environmental impacts.

Initiatives include:

- Translating buildings and health research into actions to enhance and promote human health and well-being in buildings;
- Analyzing the impact of new processes and technologies (integrated design, grid integration and security, wearable sensors, etc.) to improve building and human health performance;
- Assessing and mitigating risks to critical infrastructure (both to GSA-managed buildings, and supplier-managed resources such as mission-critical energy and telecommunications networks) to enhance mission surety for GSA's tenant and customer agencies;
- Expanding workforce development and data-driven analysis of resulting building performance improvement through implementation of the Federal Buildings Personnel Training Act by all Federal agencies; and
- Developing tools and resources, such as the Sustainable Facilities Tool to save agencies time and money while improving compliance and building performance.

Office of Regulation Management

The Office of Regulation Management was established in FY 2020 to manage the eRulemaking Program Management Office, formerly located at the Environment Protection Agency, and the Regulatory Information Service Center (RISC). The office is dedicated to using information technology to improve the rulemaking process and regulatory outcomes. Federal regulations address a broad spectrum of activities affecting the public. The goals of the regulatory system

include protecting public health, safety, the environment, and homeland security as well as improving the performance of the economy in a manner that maximizes net social welfare.

The Office of Regulation Management works collaboratively with OMB's Office of Information and Regulatory Affairs (OIRA) and partner agencies to provide support for regulatory review and activities related to the Privacy Act, records management, and other regulatory and rulemaking activities for Federal agencies.

The office manages:

- the RISC OIRA Consolidated Information System (ROCIS) and the Unified Agenda, reginfo.gov, the public-facing website that provides information about OIRA's activities,
- Regulations.gov (<https://www.regulations.gov>), the public-facing website that enables citizens to search, view and comment on proposed Federal regulations; and
- the Federal Docket Management System (www.fdms.gov), a web-based application to allow Federal agencies to more effectively manage their regulatory dockets.

Office of Evaluation Sciences

The Office of Evaluation Sciences (OES) is an applied evaluation unit charged with improving Federal operations, programs, and policies. OES generates evidence to support decision-making by translating evidence-based insights into concrete recommendations for how to improve the Government and deliver on Federal priorities. In doing this, OES identifies and shares policies and best practices on how to build and use evidence across the Federal Government. OES provides guidance to help agencies adopt and implement leading evaluation practices.

Team members provide end-to-end support in the design of an evidence-based program change and test to measure impact. Between FY 2015 and FY 2020, OES delivered over 70 high quality program changes and rapid-cycle evaluations to identify actionable findings for agency partners. OES is expanding its reimbursable portfolio and recruitment of academics to support the growing demand for evaluation services across the Government.

Due to the new requirements associated with the Evidence Act, OES has expanded its capacity to provide Government-wide resources on evidence and evaluation policy, as well as implementation support. The Evidence Act requires agencies to undertake a number of activities related to building and using evidence. OES will provide implementation support to both OMB

and agencies related to the requirements of the Evidence Act. OES plays a unique Government-wide role by providing training and tools on evaluation methods, standards, and best practices for Government audiences, particularly Evaluation Officers. OES continually updates resources and guidance associated with additional Evidence Act requirements, including resources, templates, and models for Learning Agendas and Evaluation plans, and supports the management of the Evaluation Officer Council.

Office of Acquisition Policy

In its Government-wide role, the Office of Acquisition Policy has numerous responsibilities for the development of Federal acquisition policy and the training of the Federal acquisition workforce.

The Office of Acquisition Policy:

- Serves as one of the architects of the Federal Acquisition Regulation (FAR), which is the rule book governing all Federal agency procurements. In this role, it implements laws, executive orders, and other initiatives to improve Federal acquisition outcomes.
- Directs acquisition policy in areas related to supply chain risk management, competition, small business participation, price and cost control, sustainable acquisition, labor policy, integrity, ethics; and more.
- Coordinates with OMB's Office of Federal Procurement Policy and other agencies through its role as the Chair of the Civilian Acquisition Council to support the Federal Government's acquisition system.
- Operates the Regulatory Secretariat which manages and maintains the Federal Acquisition Regulations, the Federal Management Regulations, and the Federal Travel Regulations.
- Provides the electronic version of the FAR, as well as 31 other agency supplemental regulations through [acquisition.gov](https://www.acquisition.gov); used by the Federal acquisition workforce and industry working with the Federal Government (2.6 million pageviews a month).
- Leverages Acquisition.gov resources in the management of web content for the Chief Acquisition Officer Council, Federal Acquisition Regulatory Council, Civilian Agency Acquisition Council, and the Interagency Sustainment and Debarment Committee.
- Hosts the Federal Acquisition Institute (FAI) which, in coordination with OMB's Office of Federal Procurement Policy and the interagency FAI Board of Directors, is responsible for managing the Acquisition Workforce Training Fund to promote acquisition career development and strategic human capital management for 190,000 members of the Federal civilian-agency acquisition workforce.

In addition to its Government-wide role, the Office of Acquisition Policy is responsible for driving efficient and effective acquisition performance, workforce management, and development within GSA through the Working Capital Fund. In this role the Office of Acquisition Policy:

- Directs the GSA acquisition regulations and policy;
- Leads the development of the GSA acquisition workforce;
- Ensures a sound acquisition control environment emphasizing ethics and integrity in acquisition; and
- Manages GSA Acquisition performance, based on data and data analytics, through execution of three strategic priorities:
 - Promotes smart and effective buying,
 - Develop the GSA acquisition workforce, and
 - Establish and maintain healthy industry and stakeholder relationships.

Office of Shared Solutions and Performance Improvement

The Office of Shared Solutions and Performance Improvement (OSSPI) helps agencies move towards operating as one Federal enterprise to make Government work better and cost less. Working through its three functional areas of Executive Councils, Shared Services, and the President's Management Agenda support team, OSSPI improves the delivery of mission by: (1) informing and shaping policy and transformation opportunities of mission-support functions; (2) enabling evidence-based performance management; and (3) building strategies and support for agencies as they plan for and execute transformational initiatives that align to the goals set forth in the President's Management Agenda.

Executive Councils

OSSPI provides analytical, management, and administrative services to inter-agency Federal Management Councils. The councils coordinate engagement and policy development across the CXO ecosystem. Their interagency initiatives spur innovation, elevate and spread best practices, and bridge the gap between policy making and implementation to improve outcomes.

OSSPI provides support to:

- Chief Acquisition Officers Council
- Chief Data Officers Council
- Chief Human Capital Officers Council
- Chief Financial Officers Council
- Chief Information Officers Council
- Evaluation Officers Council
- Federal Privacy Council
- Performance Improvement Council
- President's Management Council
- Program Management Policy Council

OSSPI also provides support to related sub-councils and boards, including the Shared Services Governance Board and Business Standards Council.

Shared Services

In terms of the Federal Government's mission-support services, OSSPI works with stakeholders from across the Government to improve the efficiency and effectiveness of Government-wide shared services including financial management, grants management, and cybersecurity services. OSSPI's work coordinating governance, executing shared services program management, and developing processes to support OMB shared-services policy implementation leads to improved performance, customer experience, and operational costs related to mission-support services.

President's Management Agenda

In support of the President's Management Agenda, OSSPI provides dedicated support and leadership to multiple Federal interagency management initiatives. The team runs Performance.gov and coordinates the White House Leadership Development Program (WHLDP) and the CXO Fellows Program, which aim to strengthen enterprise leadership across the Government by providing mid- and senior-level Federal employees with expanded perspective and skill sets to address challenges facing the country. The team also administers the \$15 million in cross-agency priority goal implementation funding that GSA collects from agencies to accelerate progress on a limited number of priority areas for the Administration.

In FY 2022 OSSPI will continue to provide analytical, management, and administrative support to Federal Executive Councils as they lead initiatives to spur innovation, elevate best practices,

and bridge policy making and implementation. In terms of shared services, OSSPI will facilitate the adoption of centralized mission-support capabilities across the Government to drive scale, standardization, and efficiency. Finally, through its support of the President's Management Agenda, OSSPI will increase the effectiveness of interagency management initiatives to solve challenges across agencies and improve policy outcomes.

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U.S. General Services Administration

OPERATING EXPENSES

Fiscal Year 2022 Budget Request

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Appropriations Language

For expenses authorized by law, not otherwise provided for, for Government-wide activities associated with utilization and donation of surplus personal property; disposal of real property; agency-wide policy direction, and management; and services as authorized by 5 U.S.C. 3109; **\$52,440,000**, of which not to exceed \$7,500 is for official reception and representation expenses.

Program Description

The major programs funded by this appropriation include the personal property utilization and donation activities of the Federal Acquisition Service; the real property utilization and disposal activities of the Public Buildings Service; and Executive Management and Administration activities including support of Government-wide mission-assurance activities. This appropriation supports a variety of operational activities that are not feasible or appropriate for a user fee arrangement.

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Amounts Available for Obligation

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Plan	FY 2022 Request
<i>Unobligated balance, start of year</i>	\$ 772	\$ 3,772	\$ 772
Discretionary authority:.....			
Annual appropriation	\$52,440	\$49,440	\$52,440
Reimbursable authority.....			
New authority.....	\$ 5,615	\$14,740	\$11,575
Change in uncollected payments.....	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Subtotal, reimbursable authority.....	\$5,615	\$14,740	\$11,575
Reimbursable authority, expiring.....	\$ (2,630)	\$ -	\$ -
Appropriations authority, expiring.....	\$ (725)	\$ -	\$ -
Recovery of prior-year obligations.....	\$ -	\$ -	\$ -
Unobligated balance, lapsing.....	\$ -	\$ -	\$ -
Unobligated balance, reimbursable.....	\$ -	\$ -	\$ -
Unobligated balance, rescinded.....	\$ -	\$ -	\$ -
Unobligated balance, sequestered.....	\$ -	\$ -	\$ -
Unobligated balance, end of year.....	<u>\$ (3,772)</u>	<u>\$ (772)</u>	<u>\$ (772)</u>
Total, obligations.....	\$51,700	\$67,180	\$64,015
Obligations, appropriated (annual)	\$48,715	\$49,440	\$52,440
Obligations, appropriated (no year).....	\$ -	\$ 3,000	\$ -
Obligations, reimbursable.....	\$ 2,985	\$14,740	\$11,575
Net Outlays.....	\$43,135	\$60,462	\$57,614

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Obligations by Program

(Dollars in Thousands)

	FY 2020		FY 2021		FY 2022	
	FTE	Obligations	FTE	Obligations	FTE	Obligations
1. Personal Property Management						
Appropriated Obligations	53	\$ 9,363	53	\$ 9,419	53	\$ 10,467
Reimbursable Obligations*	<u>7</u>	<u>\$ 1,163</u>	<u>9</u>	<u>\$ 3,165</u>	<u>0</u>	<u>\$ -</u>
Subtotal, PPM	60	\$ 10,526	62	\$ 12,584	53	\$ 10,467
2. Real Property Disposal						
Appropriated Obligations	68	\$ 16,934	83	\$ 17,471	83	\$ 17,655
Reimbursable Obligations	<u>3</u>	<u>\$ 1,822</u>	<u>7</u>	<u>\$ 11,500</u>	<u>7</u>	<u>\$ 11,500</u>
Subtotal, RPD	71	\$ 18,756	90	\$ 28,971	90	\$ 29,155
3. Executive Direction						
Appropriated Obligations	68	\$ 22,418	79	\$ 22,550	79	\$ 24,318
Reimbursable Obligations	<u>0</u>	<u>\$ -</u>	<u>0</u>	<u>\$ 75</u>	<u>0</u>	<u>\$ 75</u>
Subtotal, M&A	68	\$ 22,418	79	\$ 22,625	79	\$ 24,393
4. System for Award Management						
Appropriated Obligations**	0	\$ -	0	\$ 3,000	0	\$ -
Reimbursable Obligations	<u>0</u>	<u>\$ -</u>	<u>0</u>	<u>\$ -</u>	<u>0</u>	<u>\$ -</u>
Subtotal, SAM	0	\$ -	0	\$ 3,000	0	\$ -
Total, Appropriated Obligations	189	\$ 48,715	215	\$ 52,440	215	\$ 52,440
Total, Reimbursable Obligations	10	\$ 2,985	16	\$ 14,740	7	\$ 11,575
Total, Obligations	199	\$ 51,700	231	\$ 67,180	222	\$ 64,015

*Personal Property Management Reimbursable was transferred to the Federal Acquisition Service starting in FY 2022

**The Obligations for the System for Award Management in FY 2021 are from the funding enacted in FY 2020

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Explanation of Changes by Program, Appropriated Dollars and FTE
(Dollars in Thousands)

	PPM		RPD		EXEC		SAM		TOTAL	
	FTE	Authority	FTE	Authority	FTE	Authority	FTE	Authority	FTE	Authority
FY 2021 Enacted	53	\$ 9,419	83	\$ 17,471	79	\$ 22,550	-	\$ -	215	\$ 49,440
Program Increases:										
Salaries and Benefits		\$ 321		\$ 725		\$ 745		\$ -		\$ 1,791
Travel and Transportation		\$ 37		\$ 54		\$ 23		\$ -		\$ 114
Rent		\$ -		\$ 9		\$ -		\$ -		\$ 9
Communications		\$ 1		\$ -		\$ -		\$ -		\$ 1
Contracts		\$ 688		\$ -		\$ 1,000		\$ -		\$ 1,688
Supplies and Equipment		\$ 1		\$ 10		\$ -		\$ -		\$ 11
Subtotal, Program Increases:	-	\$ 1,048	-	\$ 798	-	\$ 1,768	-	\$ -	-	\$ 3,614
Program Decreases										
Communications		\$ -		\$ (5)		\$ -		\$ -		\$ (5)
Contracts		\$ -		\$ (609)		\$ -		\$ -		\$ (609)
Subtotal, Program Decreases:	-	\$ -	-	\$ (614)	-	\$ -	-	\$ -	-	\$ (614)
FY 2022 Request	53	\$ 10,467	83	\$ 17,655	79	\$ 24,318	-	\$ -	215	\$ 52,440

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Obligations by Object Classification

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Plan	FY 2022 Request
11.1 Full-time, permanent	\$ 20,411	\$ 24,868	\$ 26,321
11.3 Other than full-time permanent	\$ 2,296	\$ -	\$ -
11.5 Other personnel compensation	\$ 309	\$ 381	\$ 446
11.8 Special personnel services payments	\$ 13	\$ -	\$ -
12.1 Civilian personnel benefits	\$ 7,766	\$ 8,127	\$ 8,400
13.0 Benefits for former personnel	\$ -	\$ -	\$ -
21.0 Travel and transportation of persons	\$ 253	\$ 498	\$ 611
22.0 Transportation of things	\$ -	\$ -	\$ 1
23.1 Rental payments to GSA	\$ 1,054	\$ 1,011	\$ 1,020
23.2 Rental payments to others	\$ -	\$ -	\$ -
23.3 Communications and utilities	\$ 46	\$ 76	\$ 72
24.0 Printing and reproduction	\$ 7	\$ 1	\$ 1
25.1 Advisory and assistance services	\$ 8,888	\$ 5,884	\$ 8,609
25.2 Other services from non-Federal sources	\$ 314	\$ 2	\$ 1
25.3 Other goods & services from Federal sources	\$ 7,196	\$ 8,482	\$ 6,837
25.4 Operation and maintenance of facilities	\$ -	\$ -	\$ -
25.6 Medical care	\$ -	\$ -	\$ -
25.7 Operation and maintenance of equipment	\$ 20	\$ -	\$ -
26.0 Supplies and materials	\$ 120	\$ 93	\$ 98
31.0 Equipment	\$ 22	\$ 17	\$ 23
42.0 Insurance claims and indemnities	\$ -	\$ -	\$ -
43.0 Interest and dividends	\$ -	\$ -	\$ -
44.0 Refunds	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated (Annual)	\$ 48,715	\$ 49,440	\$ 52,440
<i>Subtotal, PC&B</i>	\$ 30,795	\$ 33,376	\$ 35,167
<i>Subtotal, Non-labor</i>	\$ 17,920	\$ 16,064	\$ 17,273
99.0 Obligations, available from prior years	\$ -	\$ 3,000	\$ -
99.2 Obligations, reimbursable	\$ 2,985	\$ 14,740	\$ 11,575
99.9 Total obligations	\$ 51,700	\$ 67,180	\$ 64,015

Summary of the Request

The FY 2022 request provides a total of \$52.4 million and 215 Full Time Employees (FTE) for the base program for Operating Expenses (OE). This request represents a \$3.0 million increase from the FY 2021 Enacted Plan to fund additional PC&B costs related to the FY 2022 pay raise, electric vehicle charging station infrastructure for GSA's in-house fleet, and efforts to modernize systems.

Appropriated Program: The OE appropriation supports the following programs:

- Personal Property Utilization and Donation: transfers personal property no longer needed by a Federal agency to other Federal agencies, State and local governments, and nonprofit organizations;
- Office of Real Property Utilization and Disposal: transfers or sells unneeded real property assets to benefit the Federal Government and surrounding communities; and
- Executive Direction: provides agency-wide direction and supports Government-wide mission assurance activities.

Reimbursable Program: In FY 2022 the OE appropriation will provide reimbursable services to other Federal agencies in the amount of \$11.6 million, a level that supports 7 FTE. This amount includes:

(1) \$11.5 million and 7 FTE for real estate disposal services for: specialized properties outside the purview of the Federal Property and Administrative Services Act of 1949; and real property seized, forfeited, or foreclosed on by other agencies; and

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(2) \$75 thousand for Emergency Support Function #7 (ESF-7) under the national response framework. Office of Mission Assurance personnel are responsible for coordinating ESF-7 activities on behalf of GSA. This support is provided pursuant to 44 C.F.R. § 206.208(d). All personnel hours (overtime), travel, and other costs for activities in support of the response and recovery efforts are reimbursable under a mission assignment issued by the Federal Emergency Management Agency.

Federal Acquisition Service, Personal Property Utilization, and Donation

FY 2022 Budget Request

The FY 2022 request provides \$10.5 million and 53 FTE for the Personal Property Utilization and Donation program, which is an increase of \$1.1 million from the FY 2021 Enacted Plan.

Key Changes

The FY 2022 request is an increase of \$1.1 million from the FY 2021 Enacted Plan for the appropriated portion of the program. This increase will fund additional PC&B costs related to the FY 2022 pay raise, increases in IT hosting and internal portfolio support costs, and efforts to modernize personal property disposal solutions to improve the user experience and make the transfer and donation of personal property more efficient.

In addition, the FY 2022 request for the reimbursable program, which will be transferred to the Acquisition Services Fund (ASF) in FY 2022 to facilitate improved financial operations, is reduced by \$3.2 million and the budget for the ASF is increased by the same amount. The Personal Property U&D Reimbursable program currently operates under the Economy Act, so it can't enter into agreements across fiscal years. Transferring the program to the ASF will significantly relieve the pressure on the program when it comes to cost-recovery. The program will be able to use the ASF's authorities to enter into agreements that cross-fiscal years and retain proceeds to mitigate the impact of a year with low demand and low revenue.

Program Description

The Federal Acquisition Service (FAS) Personal Property program facilitates the transfer and reutilization of excess Federal personal property. Personal property no longer needed by a Federal agency may be offered at no cost to other Federal agencies, State and local governments, and eligible nonprofit organizations. The program also provides regular training to Federal, State, and other stakeholders, assists agencies with disposition projects, provides oversight of the State Agencies for Surplus Property, hosts the GSA Computers for Learning website, and manages foreign gifts and donated firearms. These functions are managed and operated by the Utilization and Donation program, which is funded through the Operating Expenses appropriation (142A).

Utilization and Donation

The Utilization and Donation (U&D) program saves money for the Federal Government and recipient organizations by promoting the efficient utilization and disposal of Government personal property. When federally owned personal property is determined to be “excess,” it is first offered to other Federal agencies and transferred at no cost upon request. All Federal agencies must use excess personal property as the first source of supply in lieu of new procurements. If the property is not needed by any Federal agency, it is declared “surplus” and is offered for donation to State and local governments and other eligible donors.

In FY 2020, U&D responded to COVID-19 by partnering with the Federal Emergency Management Agency (FEMA) and other Federal agencies to expeditiously identify excess Federal property that could be used for response efforts including PPE, ventilators, medical equipment and supplies, travel trailers, meal kits, etc. U&D facilitated the transfer or donation of over \$33 million (original acquisition cost) of property to FEMA, other Federal agencies, State and local governments, and other eligible recipients for COVID-19 response. Due to the closure of Federal facilities and curtailed operations during the pandemic, the amount of excess property reported by agencies has declined; however, U&D expects program volumes to rebound once agency operations are restored.

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In FY 2021, U&D implemented the Veterans Small Business Enhancement Act of 2018, in partnership with the U.S. Small Business Administration (SBA) and the States, to provide surplus Federal personal property to veteran-owned small businesses. This effort included collaboration with SBA to establish program rules and regulations, and the creation and execution of memorandums of agreement with GSA, SBA, and participating states. In FY 2022 U&D will work to modernize its business systems to better serve customers, improve the reuse of Federal assets, and reform outmoded business processes. Additionally, U&D will pursue several initiatives to improve program efficiency, including standardizing commonly provided customer training classes, piloting a virtual State review process, and collaborating with agencies to improve property reporting.

The U&D program provides the following services to Federal agencies, State and local governments, and eligible property recipients.

Appropriated Functions:

- **Federal Excess Personal Property Reutilization Program:** maximizes reutilization of Federal excess personal property by Federal agencies, transferring over \$736 million in Original Acquisition Cost (OAC) property between agencies in FY 2020 alone.
- **Surplus Federal Personal Property Donation Program:** in partnership with States, donates over \$287 million (FY 2020 OAC) in surplus Federal property to eligible recipients, including State and local government agencies, and non-profit organizations supporting education, health, veterans, the elderly, and others.
- **GSA-hosted Computers for Learning Website:** GSA hosts a website through which Federal agencies have the option to transfer computer equipment to schools and educational non-profits (\$33 million OAC donated in FY 2020).
- **Foreign Gifts Program:** manages the custody, screening, and reassignment of foreign gifts received from foreign governments by Federal employees as a result of their official positions.
- **Surplus Federal Firearms Donation Program:** manages the donations of surplus civilian agency firearms to State and local law enforcement agencies, including conducting annual inventories and enforcing the terms of the donation in perpetuity.

Sales

When the excess personal property cannot be disposed of through reutilization or donation, the FAS Personal Property Sales Program provides services to Federal agencies for the sale of property directly to the public. This part of the program is funded through the ASF and is not funded from the OE appropriation. More information on this program can be found in the ASF section of GSA's FY 2022 Congressional Justification.

Public Buildings Service, Office of Real Property Utilization and Disposal

FY 2022 Budget Request

The FY 2022 Budget request provides \$17.6 million and 83 FTE for the Office of Real Property Utilization and Disposal (RPUD), which is an increase of \$184 thousand above the FY 2021 Enacted Budget.

The program's activities are vital to the Government-wide effort to reduce real estate expenses by improving the utilization of real property assets and disposing of surplus assets in a timely manner. RPUD plays an integral role in the ongoing execution of recent legislation focused on the disposal of Federal real estate, including the Federal Assets Sale and Transfer Act of 2016 and the Federal Property Management Reform Act of 2016. RPUD looks forward to implementing the Administration's proposal to expand the authorities of the GSA Disposal Fund, assisting agencies with readying assets for disposition.

Program Description

The Office of Real Property Utilization and Disposal (RPUD) works with the majority of Federal land holding agencies to develop real estate strategies (e.g., conveyances, exchanges, relocations and sales) to identify and better manage underutilized assets. The RPUD program offers Federal clients a wide range of realty services, expert guidance, and analytical tools. Services include: transaction support, due diligence analysis, targeted asset reviews, highest and best use studies, appraisals, marketing strategies, environmental assessments, and historic evaluations. This program leverages its services, tools, and expertise to drive optimal real estate outcomes that are tailored to an agency's unique mission requirements. These outcomes result in more efficient operation of the Federal real property portfolio. To complement its expertise and to enhance service offerings, RPUD provides a variety of contractual vehicles that offer Federal clients access to realty and environmental firms. RPUD employs the following programs and tools, among others:

Public Benefit Conveyances (PBCs): When property is no longer needed by the Federal Government, RPUD partners with Federal sponsoring agencies to make surplus real property available to eligible entities for certain public purposes such as public health, homeless assistance, education, law enforcement, emergency management, and recreation. RPUD conducts compliance inspections to ensure properties are used as intended. In FY 2020, RPUD conveyed 22 properties with a combined estimated fair market value of \$5.1 million.

Early Transfer Authority: Early Transfer Authority (ETA) allows the Federal Government to transfer property to non-Federal entities before the completion of environmental cleanup, as long as safeguards are in place to protect human health and the environment.

Lighthouse Program: The National Historic Lighthouse Preservation Act (NHLPA) authorizes RPUD to divest historic lighthouses in partnership with the Coast Guard and the National Park Service. NHLPA recognizes the cultural, recreational, and educational value associated with these historic resources by allowing lighthouses to be conveyed at no cost to Federal agencies, State and local governments, and non-profit organizations that have the resources and expertise to preserve and manage the asset. If a suitable steward is not identified, RPUD is authorized to divest of the property through a competitive public sale. Since the NHLPA program's inception, almost 150 light stations around the country have been transferred to new stewards.

Utilization Studies: RPUD provides objective real property reviews for landholding agencies. These asset reviews can be targeted toward an individual asset or a portfolio of assets depending on the needs of the landholding agency. These studies provide critical information to support viable realty strategies.

Online Auctions: For over a decade RPUD has been efficiently selling surplus properties via a dedicated auction website (realestatesales.gov). This sales method maximizes the sale price because it reaches a larger base of buyers at a lower cost than traditional outcry auctions. In the 5-year period ending in FY 2020, RPUD sold 359 properties via auction for more than \$300 million in gross receipts.

Reimbursable Services: Certain Federal landholding agencies have their own real estate authority but utilize RPUD to perform realty services on their behalf. RPUD provides these services through interagency agreements, on a reimbursable basis. Services range from the management and execution of all aspects of a disposition project to specific tasks to inform a utilization decision or implement a disposition strategy.

Executive Direction

FY 2022 Budget Request

The FY 2022 request for Executive Direction provides \$24.3 million and 79 FTE, which is a \$1.8 million increase from the FY 2021 Enacted Budget. This funding will enable GSA to continue to pursue projects that will, among other goals, better leverage data as a strategic asset by implementing key actions in support of the Foundations for Evidence-Based Policymaking Act (Pub. L. 115-435), improve customer experience, make internal operations more effective and efficient, continue to shift from low-value to high-value work. The funding will also support continued planning to address the ongoing challenges of the pandemic; further develop short-term and long-term post-pandemic workforce and workplace plans; and drive whole-of-agency responses to tackle the climate crisis, advance equity, and promote economic opportunity. The funding also includes \$1 million for GSA to purchase and install the charging infrastructure necessary to support zero emission and electric vehicles within GSA's own fleet at GSA's own facilities in alignment with the Administration's Government-wide fleet electrification initiative described in greater detail in the Electric Vehicles section of this Congressional Justification.

Program Description

This program area supports a variety of general management and administrative activities associated with GSA internal operations. These activities include: (1) the Offices of the Administrator and the Regional Administrators, (2) the Office of Congressional and Intergovernmental Affairs, (3) the Office of Mission Assurance, and (4) the Executive Direction Corporate Account.

The Offices of the Administrator and Regional Administrators are responsible for the execution of all functions assigned to GSA by law and regulation. These Offices are responsible for driving the vision, mission, and values of GSA.

Office of Congressional and Intergovernmental Affairs (OCIA) is the GSA liaison with Congress, State and local governments, foreign governments, and partner Federal agencies. OCIA coordinates meetings and testimony before Congressional Committees, helps Congressional offices resolve issues related to GSA programs and services, supports the GSA legislative program with the Congress, and coordinates reimbursable services through the GSA WCF to over 1,400 House-district and Senate-state offices for the Congress. OCIA also facilitates interactions between GSA officials and delegations representing foreign, State, and local governments.

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The Office of Mission Assurance (OMA) executes GSA responsibilities during domestic and national security emergencies to aid Federal agencies and State and local governments, supports client agency needs, and restores GSA operations. OMA ensures the continuation of the agency's critical business processes by integrating and coordinating activities across all domains of security (physical, cyber, personnel, and industrial), HSPD-12 credentialing, emergency management, contingency and continuity planning, and disaster response. The OMA continuity mission is authorized by the National Continuity Policy (NSPD-51/HSPD-20) and directly supports GSA responsibilities to recover and perform primary mission-essential functions during a continuity event. Certain OMA activities are funded from the WCF to assure the safety, privacy, and security of GSA facilities, people, and IT assets nationwide.

The Executive Direction Corporate Account funds agency priorities, WCF payments, regional rent, and security for the organizations under Executive Direction.

U.S. General Services Administration

FEDERAL CITIZEN SERVICES FUND

Fiscal Year 2022 Budget Request

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Appropriations Language

For expenses authorized by 40 U.S.C. 323 and 44 U.S.C. 3604; and for expenses authorized by law, not otherwise provided for, in support of interagency projects that enable the Federal Government to enhance its ability to conduct activities electronically through the development and implementation of innovative uses of information technology; \$59,200,000 to be deposited into the Federal Citizen Services Fund: Provided, That the previous amount may be transferred to Federal agencies to carry out the purpose of the Federal Citizen Services Fund: Provided further, That the appropriations, revenues, reimbursements, and collections deposited into the Fund shall be available until expended for necessary expenses of Federal Citizen Services and other activities that enable the Federal Government to enhance its ability to conduct activities electronically: Provided further, That the transfer authorities provided herein shall be in addition to any other transfer authority provided in this Act.

Program Description

The Federal Citizen Services Fund (FCSF) enables public access and engagement with the Government through an array of public and agency facing products and programs. The FCSF initiatives help individuals, businesses, other governments, and the media to easily interact with Federal information, services, benefits, and business opportunities. The FCSF supports agency facing programs that drive Government-wide transformation through shared services, platforms, and solutions. The programs funded by the FCSF also provide technical expertise to agencies to improve their operations and the public's experience with Government in support of the Administration's priorities and Cross-Agency Priority Goals. The FCSF supports extensive communities of practice to drive adoption and improvement of digital services while also helping agencies develop and share best practices. GSA will continue to leverage the FCSF to support initiatives that drive innovation in Government operations and improve the transparency, efficiency, and effectiveness of Federal operations and quality of Government services.

The FCSF funds a portion of the Technology Transformation Services (TTS), an organization within GSA's Federal Acquisition Service. The FCSF appropriation provides for the salaries and expenses of staff and programs authorized by 40 U.S.C. 323 and 44 U.S.C. 3604. Reimbursements from Federal agencies pay for the direct costs of the services provided on behalf of the agencies such as contact center services. The FCSF is also authorized to collect user fees from the public and to accept gifts for the purposes of defraying the costs of publishing and distributing consumer information and educational materials and undertaking other consumer information activities. The income from gifts does not have fiscal year limitations. Other TTS programs not funded by the FCSF are supported by the Acquisition Services Fund (ASF) as reimbursable services to agencies. The ASF-funded portion of TTS includes the Office of 18F, the Office of Acquisitions, the Centers of Excellence, the Presidential Innovation Fellows Program, Cloud.gov, and Login.gov.

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Federal Citizen Services Fund

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Plan	FY 2022 Request
<i>Unobligated balance, start of year</i>	\$ 18,904	\$ 20,385	\$ 142,020
Discretionary authority:			
CARES Act.....	\$ 18,650	\$ -	\$ -
American Rescue Plan (multi-year).....	\$ -	\$ 150,000	\$ -
Annual Appropriations.....	\$ 55,000	\$ 55,000	\$ 59,200
Annual appropriation	\$ 73,650	\$ 205,000	\$ 59,200
Total Collections:			
Reimbursable Services:			
From Federal Agencies.....	\$ 4,414	\$ 7,353	\$ 7,353
From the Private Sector.....	\$ -	\$ -	\$ -
User Fees.....	\$ -	\$ -	\$ -
Gifts from the Private Sector.....	\$ -	\$ -	\$ -
Change in Unfilled Customer Orders.....	\$ -	\$ -	\$ -
Subtotal, reimbursable authority.....	\$ 4,414	\$ 7,353	\$ 7,353
Recovery of prior-year obligations.....	\$ 2,263	\$ -	\$ -
Unobligated balance, reimbursable.....	\$ (1,485)	\$ -	\$ -
Unobligated balance, direct.....	\$ (18,900)	\$ (142,020)	\$ (82,020)
Total, obligations.....	\$ 78,846	\$ 90,718	\$ 126,553
Obligations, appropriated (no year)	\$ 74,163	\$ 68,365	\$ 59,200
Obligations, appropriated (multi-year).....	\$ -	\$ 15,000	\$ 60,000
Obligations, reimbursable.....	\$ 4,683	\$ 7,353	\$ 7,353
<i>Net Outlays</i>	\$ 62,802	\$ 72,574	\$ 107,242

Note: FY 2020 Actual and FY 2021 Plan appropriated obligations include obligations from appropriations in prior years as well as obligations associated with the fund's CARES Act obligations.

U.S. General Services Administration
Federal Citizen Services Fund

Explanation of Changes, Appropriated Dollars and FTE
(Dollars in Thousands)

	FTE	FY 2020 Enacted	FTE	FY 2021 Enacted	FTE	FY 2022 Request
	65	\$73,650	82	\$55,000	130	\$59,200
Program Changes:						
Increase in FedRAMP Contractual Services Support					\$	3,244
Increase in Digital Services Funding					\$	2,624
Increase in Experience Contractual Services Support					\$	2,284
Net increase in Business Management Contractual Services Support					\$	1,973
Net increase in Data & Analytics Contractual Services Support					\$	886
Increase in PC&B to account for unfunded Prior Year Pay Raises					\$	636
Increase in PC&B for 2.7% Pay Raise in FY 2022					\$	272
Net increase in Accelerators/Innovation Contractual Services Support					\$	237
Decrease in Identity Management and Artificial Intelligence Contractual Services Support					\$	(463)
Net decrease in WCF Bill, ASF Overhead, and Rent					\$	(512)
Decrease in .GOV Domain Contract Costs					\$	(2,000)
Decrease in MAX.gov Contractual Services Support					\$	(4,981)
Subtotal, Program Changes					\$	4,200
Total Adjustments						\$4,200

Summary of the Request

The FY 2022 request provides a total of \$59.2 million for the FCSF to support ongoing Administration priorities and initiatives. The programs funded by the FCSF have seen an increase in responsibilities driven by legislation in the domain of standards for digital services, as well as an increasing reliance on programs such as the USAGov, U.S. Web Design System (USWDS), the Digital Analytics Program (DAP), and Data.gov. The requested funding is required to continue to support the increased growth in demand for FCSF-funded programs, especially in the Federal Risk and Authorization Management Program (FedRAMP).

The FY 2022 request repeats the proposal in the FY 2021 President’s Budget request that the cap on the total amount of funding (including collections) available in the fiscal year from the FCSF be removed from the appropriations language. Given recent increases in the size and scope of projects funded by the FCSF, this flexibility is needed so that all of the appropriations, revenues, reimbursements, and collections deposited into the fund can be available without limitation. The funding cap limits the amount of funding available for services from the FCSF, unintentionally impacting the level of support GSA can provide for the current COVID-19 pandemic or a future crisis.

It is worth noting that implementation of Part B of Section 889 (effective August 13, 2020) is presenting a significant level of uncertainty regarding its impact on available vendors. It is likely to result in higher costs due to less competition resulting from a smaller vendor pool and vendors passing on their increased costs of complying with the provision.

Key Changes

The FY 2022 request is an increase of \$4.2 million from the FY 2021 enacted appropriation. The requested increase accounts for \$908 thousand for the FY 2022 pay raise of 2.7 percent and the impact of prior year un-budgeted pay raises. For the last few years, the FCSF has absorbed enacted pay raises within this account's available funding. This has had an adverse impact on maintaining current operations as well as funding new legislative requirements. GSA's FY 2022 request for this account adjusts for the impact on prior years.

In FY 2022, GSA is requesting a new Administrative Provision associated with the FCSF's reimbursable authority. GSA will be able to use the broader reimbursable authority to provide the ability to adequately scale, maintain, and evolve the platforms and programs within the fund in order to better serve agencies and deliver value for the American people.

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Federal Citizen Services Fund

Obligations by Object Classification

(Dollars in Thousands)

		2020	2021	2022
		Actual	Plan	Request
11.1	Full-time, permanent	\$ 8,235	\$ 9,722	\$ 10,410
11.3	Other than full-time permanent	\$ 1,119	\$ -	\$ -
11.5	Other personnel compensation	\$ 118	\$ 227	\$ 229
11.8	Special personnel services payments	\$ (38)	\$ -	\$ -
12.1	Civilian personnel benefits	\$ 3,057	\$ 3,082	\$ 3,300
13	Benefits for former personnel	\$ -	\$ -	\$ -
21	Travel and transportation of persons	\$ 46	\$ 310	\$ 310
22	Transportation of things	\$ -	\$ -	\$ -
23.1	Rental payments to GSA	\$ -	\$ 606	\$ 609
23.3	Communications and utilities	\$ 243	\$ 128	\$ 128
24	Printing and reproduction	\$ -	\$ -	\$ -
25.1	Advisory and assistance services	\$ 28,166	\$ 22,074	\$ 28,426
25.2	Other services	\$ 28	\$ 179	\$ 179
25.3	Goods & services from Gov't accounts	\$ 18,267	\$ 18,630	\$ 15,567
25.7	Operation and maintenance of equipment	\$ -	\$ -	\$ -
26	Supplies and materials	\$ 7	\$ 17	\$ 17
31	Equipment	\$ 3,857	\$ 25	\$ 25
32	Land and structures	\$ -	\$ -	\$ -
42	Insurance claims and indemnities	\$ -	\$ -	\$ -
43	Interest and Dividends	\$ -	\$ -	\$ -
99	Obligations, appropriated (no year)	\$ 63,105	\$ 55,000	\$ 59,200
	<i>Subtotal, PC&B</i>	<i>\$ 12,491</i>	<i>\$ 13,031</i>	<i>\$ 13,939</i>
	<i>Subtotal, Non-labor</i>	<i>\$ 50,614</i>	<i>\$ 41,969</i>	<i>\$ 45,261</i>
99	Obligations, appropriated (multi-year)	\$ -	\$ 15,000	\$ 60,000
99	Obligations, reimbursable	\$ 4,683	\$ 7,353	\$ 7,353
99	Obligations, available from prior years	\$ 11,058	\$ 13,365	\$ -
99.9	Total obligations	\$ 78,846	\$ 90,718	\$ 126,553
	<i>Full-Time Equivalent (FTE)</i>	<i>66</i>	<i>82</i>	<i>130</i>

Note: FY 2020 Actual appropriated obligations and FY 2021 estimated obligations available from prior years include CARES Act obligations.

American Rescue Plan Act of 2021

TTS intends to use the \$150 million provided to the FCSF through the American Rescue Plan Act of 2021 to fund Government-wide citizen-facing services to help recover from the COVID-19 pandemic, and rebuild for more secure and effective public digital experiences. Additionally, funding will be utilized to reimagine the delivery of digital services to improve transparency, security, and efficiency to bolster public confidence in Government. TTS will continue to coordinate with agencies and the public to support urgent priorities related to the pandemic and respond to their needs.

FCSF-Funded Activities

TTS develops and maintains user-centric shared services, solutions, platforms, and practices to improve information and service delivery across the Government, enabling greater citizen access and engagement with the Government. The FY 2022 request will support TTS's continued delivery of these influential modernization products and platforms across the Government, including funding to implement new congressional mandates. TTS provides services and products in the following Solution Areas:

MAX.gov - provides expertise, in collaboration with other agencies, on developing options for the MAX.gov migration team to support a seamless transition of its content and users from the Office of Management and Budget (OMB) to GSA.

Infrastructure Optimization and Cloud - provides solutions and promotes frameworks to help the Government more quickly react and adjust as technology paradigms change through the FedRAMP program, making cloud computing the easy, secure, and default IT solution for today's Federal agencies.

Experience - implements technologies and processes to allow customers to have seamless interactions and experiences regardless of the channels they choose. Key programs include USWDS, USAGov and Contact Center, Search.gov, Vote.gov, and the Feedback Analytics Program.

Data and Analytics - helps the Government apply modern data-driven decision-making practices, through the ability to build systems driven by an Application Programming Interface (API), practice and promote open data and open government principles, and secure the data stored in TTS systems. Key programs include Data.gov, API.data.gov, and DAP.

Accelerators/Innovation - assists agencies in accelerating the delivery of value-based solutions to better meet customers needs through modern practices like agile acquisitions, human-centered design, Minimum Viable Product (MVP) prototyping, and incremental, risk-based investments in new programs. Key programs include 10X, Code.gov, Digital.gov, and the Open Innovation Program.

Artificial Intelligence (AI) - helps agencies accelerate the adoption of AI across Government and assists agencies early in their AI journeys to better understand how AI can assist with mission delivery.

Identity Management - collaborates with industry and other agencies working to address the challenge of identity management in order to deliver support and services to the Federal Government. In addition, TTS has initiated a pilot program for State, Local and Tribal Governments.

MAX.gov Shared Services

MAX.gov is an integrated suite of tools and services for cross-agency activities, including partnerships between Federal, State, Local and Tribal Governments as well as other trusted partners. MAX.gov was initially developed for use by OMB's Budget Systems Branch (BSB) and the Budgeting Community in 2007 to meet their needs for dynamic and flexible solutions for cross-agency authentication, collaboration, data collection, and analytics. The MAX.gov capabilities and external customers have grown significantly over the past 13 years, and now include over 250,000 active users and a suite of 18 applications. The shared services capabilities of MAX.gov will be transitioned from OMB to GSA's Federal Citizen Services Fund and will be managed by TTS.

Infrastructure Optimization and Cloud

Advancements in cloud technology have made it faster and easier to provision services online, improving the way citizens interact with the Government. As the marketplace of cloud providers and agency use of cloud continues to grow, the cloud is quickly becoming the status quo. The migration of Government information systems from Federal agency owned resources to commercial cloud-based technologies creates opportunities for improved service and efficiency but also creates new challenges.

The projects, programs, and initiatives supporting this solution area include the following activities:

FedRAMP

FedRAMP is a Government-wide program that provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services. This program makes it easier for shared service providers and small

companies to meet requirements for multiple agencies; historically about 30 percent of authorized vendors are small businesses. FedRAMP has consistently grown year over year and continues to make improvements in FY 2021 to address consumer feedback.

Incorporating Automation into the Security Authorization Process

One of the barriers to the fast adoption of new technologies is the security authorization process, as defined by Federal law and policy. Building on the role FedRAMP plays in securing cloud technologies, TTS is partnering with agencies and industry to identify new ways to approach security authorizations to increase efficiencies, incorporate automation, reduce the time to market, and minimize cost. As an example, FedRAMP partnered with the National Institute of Standards and Technology (NIST) to develop the Open Security Controls Assessment Language (OSCAL) to automate FedRAMP's security materials into a standardized machine-readable language. This improvement will provide the vendor and agency community the ability to reduce time and costs associated with manual, labor-intensive processes that exist today.

Experience

Individuals and businesses expect Government services to be efficient, intuitive, and seamless. With a focus on creating improved omnichannel experiences, TTS is seeking to unify, improve, and standardize the public's experience with the Federal Government.

The projects, programs, and initiatives supporting this solution area include the following activities:

U.S. Web Design System

USWDS is a toolkit of principles, guidance, and code that helps agencies build accessible, mobile-friendly Government websites for the public. Specifically, TTS is responsible for the “website standards” in Section 3(e) of 21st Century Integrated Digital Experience Act (IDEA). The standards require agencies to adopt USWDS principles, guidance, and code incrementally. In the first six months after the standards’ release in January 2020, the number of sites and agencies using USWDS code increased by 74 percent and 45 percent, respectively. Community members also increased by 38 percent, from 629 to 868. This growth rate is expected to continue and likely accelerate in the coming years.

USAGov

The activities in this category include the suite of offerings under the USAGov platform, which include the official English and Spanish language websites for the Government. USAGov and USAGov en Español (formerly known as GobiernoUSA.gov) make it easy for the public to find and consume Government information and services on the web. In

FY 2020, USAGov connected people with Government information nearly 97 million times. In addition, during national emergencies, the USAGov team is a key player and leader supporting Emergency Support Function 15 (ESF-15), which is the Department of Homeland Security’s (DHS) official communications team for Government information and services. During the COVID-19 pandemic, as with all national emergencies, the team coordinated messaging and content with DHS and OMB to stand up the USA.gov/Coronavirus page, which was the official Government communications channel for information. TTS will continue supporting ESF-15 and OMB in future fiscal years with communications responses to the public. In FY 2021 and FY 2022, USAGov will begin the process to explore expanding voter access utilizing Vote.gov. The program also intends to stand up a new, more user-friendly website with new tools to potentially include videos, chatbots, and the use of artificial intelligence to provide users with their search-related information. USAGov will continue to invest in and leverage digital platforms and tools such as chatbots to allow for 24x7 information dissemination.

USAGov Contact Center

USAGov is developing multiple shared services to leverage the benefits of large scale contact centers for smaller Government contact centers. It is difficult for small contact centers to attract industry partners and get good pricing, so the USAGov Contact Center offers a more economical solution. Other benefits include customer/public sentiment analysis, artificial intelligence and digital tools to reduce call time, and other shared services. In FY 2020, the USAGov team developed and launched two new Interactive Voice Response (IVR) services providing a new capability for the public to consume needed information without the need to speak with an agent. The first English IVR was

implemented on March 2, 2020, and was critical in USAGov's ability to manage the surge of inquiries to the contact center as a result of COVID-19. As a result of the implementation, more than 60 percent of customers contacting USAGov by phone received the information they needed via self-service. In addition, as a result of this implementation, customer wait times stayed within the required performance expectations. In FY 2021 and 2022, the USAGov team will continue modernization of the contact center and pursue opportunities to move information to digital platforms, enabling the public to obtain Government information via their channel of choice. Collaborating with the TTS Centers of Excellence, the USAGov Contact Center will continue to build on best practices and technology to provide the public with needed Government information and services.

USAGov Content and Public Engagement/Outreach Collaboration Efforts

USAGov partners with several Federal agencies to collaborate on content and public engagement initiatives. The goal of this collaboration is to assist other agencies in achieving their mission by amplifying an agency's message in order to reach a wider audience. These efforts primarily utilize digital channels, such as social media, email, and websites. Through these initiatives, USAGov also shares with agencies quantitative and qualitative data relevant to their mission so they can improve their public experience. In FY 2020, the team collaborated with the Federal Trade Commission to share and amplify information related to fraud on USA.gov, USA.gov/espanol, and other digital channels, as well as the Census Bureau to develop and disseminate information about the 2020 Census. In FY 2021 and FY 2022, the team will invest in tools and technologies to allow ease of data collection and synthesizing, which will allow the team to share more meaningful user stories and reports with Federal partners about the needs of the public.

Search.gov

Search.gov is a commercial-grade service that delivers thorough, cost effective, Government-centric results across 205 Federal agencies. Search.gov powers the search box on over 2,100 Federal Government websites, representing about 35 percent of the Federal market, to deliver fast, relevant search results to the public. The 21st Century IDEA requires that agency websites contain "a search function that allows users to easily search content intended for public use," which Search.gov easily provides. This legislation has led to greater demand for Search.gov as agencies modernize and streamline their websites. Additionally, Search.gov is powering the search box on the faq.coronavirus.gov website, and can provide frequent updates on COVID-19 search activity and trends. Recently, Search.gov has been highly successful in realigning costs for search to a more effective model that provides the best experience at the lowest overall cost to the Government by leveraging commercial search engines or their in-

house developed engine as appropriate to the needs of the website. Since FY 2017, the program has reduced costs for commercial search results by over 60 percent while expanding services to major websites such as VA.gov, FDA.gov, HHS OIG, StudentAid.gov, and most recently TSP.gov.

Feedback Analytics & Touchpoints

The Feedback Analytics Program develops and manages Government-wide services to collect, validate, and report quantitative and qualitative customer feedback; as well as aid service improvement and decision-making. These services include improving service design and delivery and advancing the maturity of agencies' focus on customer experience. Current capabilities include freely available feedback tools to embed on agency websites, and the ability to aggregate and analyze simple feedback data from

other sources. Touchpoints is a shared service offering that is a simple, flexible, and convenient way to start collecting customer feedback; and allows agencies to focus on serving customers rather than managing surveys. The Touchpoints product is managed by the Feedback Analytics program and supports the designated High Impact Service Providers and other agencies in delivering on the Customer Experience Cross Agency Priority Goal and associated requirements in OMB Memo A-11, Section 280. There are currently about 100 instances of Touchpoints deployed across 16 agencies.

Data and Analytics

TTS recognizes that the use of data is transforming society, business, and the economy. The Federal Government must work toward a robust, integrated approach to using data to deliver on mission, serve customers, and steward resources. TTS is empowering both the public and Federal agencies by making Government information more open, and leveraging data to enable more effective decision-making. TTS will become the premier partner in understanding the Federal digital footprint and how it can transform to promote accessible, usable, and interoperable data-driven services across Government.

TTS activities supporting this solution area include the following existing efforts:

Data.gov

Data.gov is the Federal Government's open data catalog. The Data.gov site provides access to datasets from across the Government on subjects such as health, education, and public safety. The OPEN Government Data Act requires agencies to make datasets available in an open, machine-readable format for inclusion in Data.gov. A unified, searchable data catalog helps researchers, students, entrepreneurs, and the general public in making discoveries, building businesses, and making informed consumer choices. In addition to the catalog, Data.gov provides shared tools for agencies to assist

them in achieving the goals of the OPEN Government Data Act. Data.gov also supports OMB leadership of the open data community in the Federal Government. In addition, the Foundations in Evidence-Based Policymaking Act of 2018 expands the Federal Data Catalog function to serve all agencies beyond the focus on CFO Act agencies in the Open Data Policy. This law also tasks Data.gov with building and managing a “repository of tools, best practices, and schema standards” in collaboration with OMB and the Office of Government Information Services. The repository at resources.data.gov is evolving as a central location for open data guidance, tools, and data interoperability for Federal agencies.

API.data.gov

API.data.gov is a shared service providing API management features to Federal agencies, including API analytics and API keys. APIs are a way for agencies to share data in machine readable formats, which empowers external application developers to leverage Government data and services. API.data.gov's service provides tools to make it easier for agencies to launch, secure, and manage their API programs, along with API analytics which allow agencies to understand how their APIs are being used. The service currently supports about 80 API programs across 24 agencies.

Digital Analytics Program

DAP offers advanced web analytics tools, support, and training to Federal agencies. This program allows the Government to determine what content is most effective when communicating with the public on more than 5,800 Federal websites. DAP allows agencies to track and measure opportunities for streamlining and improving the usability of Government websites, and is recognized as a best practice by the web standards mandated in the 21st Century IDEA. In addition, the Federal Web Policy memorandum mandates the use of DAP on Federal websites. In FY 2020, DAP held more than 10 online trainings and assisted OMB with data collection around performance of COVID-19 pages across Government.

Accelerators/Innovation

TTS helps agencies increase the speed in which they design, buy, develop, and deploy smart and scalable technology.

TTS projects, programs, and initiatives supporting this solution area include the following activities:

10x

The 10x program is an incremental investment program, which is funded through non-reimbursable Digital Services funding, to support and develop ideas from Federal employees about how technology can improve the public's experience with the Government. The program's projects support the Administration's priorities and legislative mandates, such as the 21st Century IDEA. Since FY 2015, the program has received over 800 ideas from 108 agencies and has funded 215 projects, for a total of \$26 million dollars invested in new, innovative solutions to improve Government.

10x invests in projects using a radically different approach, where investments are made incrementally with gated funding only granted as projects prove their merit and justify further investment. This approach allows 10x to mitigate the risk of overinvestment of valuable tax dollars in cumbersome and protracted technology projects, and has been recognized nationally and internationally for its ingenuity by such groups as the Organization for Economic Cooperation and Development and the American Council for Technology.

Several of the high profile 10x launches include Federalist, Login.gov, code.gov, resources.data.gov, USWDS, and A Guide to the Paperwork Reduction Act. Each of these projects vastly improves the ways in which the Government delivers digital services. Projects under development include Combating Bias in Artificial Intelligence/Machine Learning Implementations, Privacy Dashboard, and Spotlight. These projects will help agencies use data as a strategic asset to deliver more efficient services.

Code.gov

As part of the implementation of OMB Memorandum M-16-21, *Federal Source Code Policy: Achieving Efficiency, Transparency, and Innovation through Reusable and Open Source Software*, Code.gov contains code inventories from 22 Federal agencies and provides a central location for Federal Government source code for agency reuse and public consumption. For example, the Analytics.USA.gov code has been reused 30 times by city, county, and Federal agencies; and the USWDS code snippets have been used by 150 Federal, State, and Local agencies. The time and cost savings resulting from code reuse will continue to grow, as agencies are required to make 20 percent of their code open source every year to comply with the Federal Source Code Policy.

Digital.gov

Digital.gov empowers Federal agencies to create deeper connections with the public they serve by bringing together communities of Government experts to drive adoption of best practices for designing, building, and deploying easy-to-use, online customer experiences. This collaboration is accomplished by publishing and sharing tips, tactics, best practices, case studies, events, and comprehensive resources based on community needs in context of the problems being addressed in Government. These communities of experts include representation from all branches of the Federal Government, every cabinet agency, every branch of the military, and 47 states, including the District of Columbia and Puerto Rico.

Digital.gov is a critical communication channel for implementing 21st Century IDEA and communicating digital policy to Federal web teams. This program serves a supporting role in Emergency Support Function 15 of the National Response Framework.

Open Innovation Program (Challenge.gov & Citizenscience.gov)

GSA's Open Innovation Program manages Challenge.gov and Citizenscience.gov. The program facilitates public engagement and problem solving through the use of crowdsourcing, citizen science, and prize competitions.

GSA created Challenge.gov, a platform and program that serves as the central hub for federally sponsored prize competitions in accordance with the America COMPETES Reauthorization Act of 2010. For about 10 years, Challenge.gov has facilitated the Federal Government's use of prize competitions as an innovation sourcing tool, and has provided a portal that incentivizes the public to engage with the Government to solve problems. The Open Innovation Program has supported over 100 Federal agencies in launching more than 1,100 prize competitions with cash awards totaling more than \$250 million. The program promotes open innovation in the Federal workforce via workshops, a community of practice (720 members), and resources such as the Prizes Toolkit. For example, in FY 2020, the team partnered with several agencies to design multi-phase

technology development competitions, including the Veterans Employment Challenge, and the MENTAL Health Challenge.

In response to the American Innovation and Competitiveness Act (AICA), GSA established Citizenscience.gov. This is a catalog of federally supported projects, curated by the Federal Crowdsourcing and Citizen Science Community of Practice, that engages the American public in addressing societal needs and accelerating science, technology, and innovation. The platform and program facilitate the inclusion of crowdsourcing and citizen science into federally sponsored research projects and the scientific discovery process. The website draws on public participation to advance scientific knowledge research and supports open opportunities for the Government to pursue and strengthen interagency partnerships, as well as collaborate with industry, academia, and other organizations. Since FY 2017, the Open Innovation Program has supported agencies in listing over 400 federally sponsored citizen science projects on Citizenscience.gov, in the Citizen Science data catalog, and on Data.gov. In collaboration with the White House Office of Science Technology Policy, the team works with Federal agency coordinators to complete the biennial *Congressional Report: Implementation of Federal Prize and Citizen Science Authority*.

Artificial Intelligence (AI)

Artificial intelligence will bring about transformative change, including generating greater efficiencies, identifying new insights, and making better decisions. Greater use of AI does present challenges such as ensuring AI is used responsibly and without bias. While there are challenges, there are also significant opportunities for the Federal Government.

The AI Portfolio, was established in FY 2020 and offers resources to Federal agencies to address the challenges and opportunities related to AI. The Portfolio can help agencies develop their staff who can work with data and its enabling technologies, by providing training as well as best practices for attracting top talent. Additionally, given the vast amounts of data that are not labeled for machine learning, the Portfolio can help agencies build the technology to support greater use of AI.

Identity Management

The ability for the public to interact meaningfully with the Government online, and to participate in high-value transactions, depends on trust. Identity management is a critical part in building this trust. There has been a higher incidence of fraud and decreased trust in online interactions as methods for fraudulently presenting credentials, such as fake IDs and deepfake videos, have become more common on the black market, and phishing techniques are becoming increasingly sophisticated.

The Identity Portfolio, which was established at the end of FY 2019, allows TTS to focus efforts on broad engagement, awareness, documentation, and community-building in order to research, identify, and share modern identity proofing practices most suitable for use in the Federal Government. TTS staff engage with Federal practitioners, identity experts, and industry service providers to make identity proofing more secure, easier, and less expensive. TTS has initiated pilots with the Department of State and the US Postal Service to enable citizens to validate their identity data with the authoritative source. These pilots will tangibly reduce synthetic identities across Federal agencies while providing better coverage of identity validation data beyond current commercial offerings today.

TTS has also begun work on a multi-agency identity strategy with participation from the Internal Revenue Service, the Social Security Administration, DHS, the Department of Veteran Affairs, and the Department of the Treasury. This identity strategy will highlight the common challenges agencies have around “external” identities and develop solution sets that can be delivered as a service across all agencies. These identity solutions would then be leveraged across agencies to enhance efficiencies and provide a better citizen and business experience for the American public.

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U.S. General Services Administration
TECHNOLOGY MODERNIZATION FUND
Fiscal Year 2022 Budget Request

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Appropriations Language

For carrying out the purposes of the Technology Modernization Fund, as authorized by section 1078 of subtitle G of title X of the National Defense Authorization Act for Fiscal Year 2018 (Public Law 115-91; 40 U.S.C. 11301 note), \$500,000,000, to remain available until expended.

Program Description

The Technology Modernization Fund (TMF) is a revolving fund that finances Federal agencies' transition from antiquated legacy information technology (IT) systems to more effective, secure, and modern IT platforms. The National Defense Authorization Act for Fiscal Year 2018 (Public Law 115-91), Subtitle G—Modernizing Government Technology (MGT), Section 1078 established the TMF and Technology Modernization Board (Board). The TMF is administered by the U.S. General Services Administration (GSA) in accordance with recommendations made by the interagency TMF Board established by the MGT Act. The Board is chaired by the Administrator of the Office of Electronic Government and comprises six additional members, delineated in the Act, possessing expertise in IT development, financial management, cybersecurity, privacy, and acquisition.

In accordance with OMB guidance, the Board rigorously reviews agency modernization proposals and prioritizes projects that cut across multiple agencies, address immediate security gaps, and improve the public's ability to access Government services. The Fund will invest in a diverse portfolio of projects which have varying levels of repayment risk and repayment flexibility and expects to recover a portion of the funds.

The MGT Act provides the GSA Administrator and OMB Director with the authority to establish and amend the terms of repayment to the TMF. Extending repayment flexibility to agencies gives the Fund the ability to make smart investments and maximize the benefit to the Government and public. It allows the Fund to continue investing in projects with (i) the highest probability of success and (ii) the highest value to the public and/or highest impact security outcomes, regardless of whether cost savings are expected. Repayment can range from full repayment on investments with direct cost savings, such as replacing a legacy system with one that can be operated and maintained more efficiently, to minimal repayment for proposals that tackle the most urgent IT cybersecurity and modernization problems facing our Government, where cost savings are not easily realized by the proposing agency.

The GSA Administrator, in consultation with the Board and Director of OMB, is responsible for continuous oversight of funded projects to ensure success. Additionally, if requested, technical experts are paired with specific projects on a reimbursable basis to help them execute the projects quickly and successfully. All funding is provided in increments based on agile development practices and is subject to agencies achieving planned project milestones.

Ultimately, retiring or modernizing vulnerable and inefficient legacy IT systems will make agencies more secure and save money. Absent immediate action, the cost to operate and maintain legacy systems will continue to grow while security vulnerabilities and other risks will worsen. As a means of addressing these pressing challenges, the TMF is an important step in changing the way the Federal Government manages its IT portfolio.

The Board has reviewed more than 50 project proposals from Federal agencies requesting more than \$550 million and has approved 11 modernization projects totaling \$126 million in initial project awards, and \$89 million in current award amounts taking into account the agency's requests to change their project scope.

Summary of the Request

The FY 2022 request for the TMF is \$500 million for transfers to agencies in support of projects selected by the Board, and for services and work related to the administration of the Fund. Additional see funding in FY 2022 will allow the TMF to continue to tackle more complex, impactful, Government-wide IT modernization efforts

The pervasive use of legacy IT systems and infrastructure results in increased cybersecurity risks to Federal IT systems, inadequate services for the American people and businesses, and increased costs to operate and maintain aging systems. Absent action to modernize systems, the cost to operate and maintain legacy systems will continue to increase while security vulnerabilities and other risks will worsen .

The TMF is designed to improve the management and oversight of IT modernization investments, allowing agencies to move to more secure and efficient IT systems and infrastructure, such as cloud and shared services, while also establishing stronger mechanisms for Federal agencies to regularly refresh their IT systems based on modern technologies. A priority will be placed on the following proposals:

- **Modernizing high priority systems:** The Fund will support investments that modernize and support priority agency assets and services. This may include systems already designated as High Value Assets (HVAs) that have significant impact, or longstanding security issues.
- **Cybersecurity:** The Fund will support investments that move the Government to a consistent baseline of maturity in cybersecurity and privacy protections, including addressing gaps uncovered in the recent SolarWinds incident. This may include identity, credential, and access management, as well as moving towards a “zero trust” architecture – while maintaining the capabilities and performance that agencies need to deliver modern services and succeed at their mission.
- **Public-facing digital services:** The Fund will support the creation or modernization of digital services with demonstrable benefits to increasing access and equity, reducing fraud, and improving service delivery, including core issues exposed by the COVID-19 pandemic.

- **Cross-government collaboration / scalable services:** The Fund will support public-facing or agency-facing shared services, including technical infrastructure that can offer agency technology teams a scalable, secure foundation for the rapid creation and modernization of digital services across multiple Departments and Agencies.

IT modernization can generate significant long-term cost savings and improvements in security and service delivery, but agencies are not always able to fund the investments upfront. The TMF provides a central pool of funding dedicated to IT modernization and the Board provides a mechanism to prioritize, distribute, and oversee those resources to address the most urgent IT modernization projects across the Federal Government.

The TMF strengthens the ability of the Federal Government to strategically prioritize investments across the Government, ensuring the TMF supports projects with the greatest Government-wide impact. The Board evaluates and prioritizes agencies' investment proposals according to criteria established by the Board. The criteria include the risks of continuing to operate the legacy IT system, the capacity to reuse the modernized platform, improved user experience and service delivery, and potential cost savings. GSA assists in the evaluation of proposals and ongoing monitoring of projects receiving TMF funds.

The TMF provides up-front funding for modernization investments that agencies will repay over a period of up to five years unless otherwise approved or altered by GSA and OMB. This enables agencies to amortize non-recurring up-front costs and more appropriately plan for retirement, replacement, and modernization of legacy systems. Funding for all projects is incremental and tied to the completion of agreed-upon milestones. This approach ensures that agencies employ agile development techniques, which prevents sunk costs.

As previously mentioned, the Board has already reviewed more than 50 initial project proposals from Federal agencies requesting more than \$550 million and has approved 11 modernization projects totaling \$126 million in initial project awards, and \$89 million in current award amounts taking into account agencies' requests to change their project scopes. OMB and the TMF PMO are working with agencies to identify additional high-return, high-impact proposals for Board consideration. There is a strong interest on the part of agencies to secure up-front funding for their projects through the TMF. Detailed information about each funded project, as well as the projects' status, are available on the TMF website, <https://tmf.cio.gov>.

Projects Funded Through Initial TMF Seed Funding	
FY 2018 - FY 2021 Projects	Project Allocations
U.S. Department of Energy	
Enterprise Cloud Email	\$ 3,743,702
U.S. Department of Agriculture	
Farmers.gov Customer Experience Portal	\$ 4,000,000
U.S. Department of Housing and Urban Development	
Mainframe Migration	\$ 13,850,013
U.S. Department of Labor	
Visa Application Transformation	\$ 3,500,000
U.S. General Services Administration	
Application Modernization	\$ 9,816,833
U.S. Department of Agriculture	
Infrastructure Optimization and Cloud Adoption	\$ 500,000
U.S. Department of Agriculture	
Specialty Crops System Modernization	\$ 8,000,000
U.S. General Services Administration	
NewPay Implementation	\$ 16,986,021
U.S. Equal Employment Opportunity Commission	
Charge and Case Management System Modernization	\$ 4,000,000
U.S. Department of Homeland Security	
Customs and Border Protection ACE Collections Module	\$ 15,000,000
U.S. Department of Labor	
Data Modernization	\$ 9,600,000
Total Project Allocations	\$ 88,996,569

Program Financing

The TMF provides up-front funding to agencies through transfers of budget authority from the TMF to the receiving agency. The Fund will invest in a diverse portfolio of projects having varying levels of repayment risk and payment flexibility and expects to recover a portion of the funds. The expenses of the GSA TMF Program Management Office are funded through the available fund balance.

GSA works with the Board and the Office of Management and Budget to develop the reimbursement model on an annual basis. Through this process, GSA ensures the solvency of the Fund. Agencies receive funding from the TMF in increments and make payments to the Fund for the repayment, as established in the written agreement. This unique structure provides agencies with additional flexibility to pursue important modernization projects.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Enacted	FY 2022 Request
Resources:			
Available from prior year	\$ 84,745	\$ 86,562	\$ 70,115
Appropriation	\$ 25,000	\$ 25,000	\$ 500,000
Offsetting Collections	\$ 6,384	\$ 13,903	\$ 13,301
Total Resources Available	\$ 116,129	\$ 125,465	\$ 583,416
PMO Obligations	\$ (819)	\$ (1,850)	\$ (1,850)
Transfer Out for Modernization Projects	\$ (28,748)	\$ (53,500)	\$ (60,000)
Fund Balance	\$ 86,562	\$ 70,115	\$ 521,566

Note: Total Resources Available and Fund Balances include amounts committed to approved projects in the outyears but are reflected here as they contribute to the current balances.

American Rescue Plan Act 2021 - 2025	FY 2020 Actual	FY 2021 Enacted	FY 2022 Request
Resources:			
Available from prior year		\$ -	\$ 750,000
Appropriation		\$ 1,000,000	
Offsetting Collections			
Total Resources Available	\$ -	\$ 1,000,000	\$ 750,000
PMO Obligations			
Transfer Out for Modernization Projects		\$ (250,000)	\$ (250,000)
Fund Balance	\$ -	\$ 750,000	\$ 500,000

Explanation of Changes, Appropriated Dollars and FTE

(Dollars in Thousands)

	FTE	FY 2020 Actual	FTE	FY 2021 Enacted ¹	FTE	FY 2022 Request
	3	\$ 25,000	6	\$ 25,000	6	\$ 500,000
Program Changes:						
Subtotal, Program Changes				\$ -	0	\$ 475,000
Total Adjustments				0 \$ -	0	\$ 475,000

¹ FY 2021 Enacted only includes funding provided in annual appropriations acts. An additional \$1 billion was appropriated in the American Rescue Plan Act of 2021 (P.L. 117-2)

Obligations by Object Classification

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Enacted	FY 2022 Request
11.1 Full-time, permanent	\$ 432	\$ 825	\$ 825
11.5 Other personnel compensation	\$ 2	\$ 12	\$ 12
12.1 Civilian personnel benefits	\$ 141	\$ 256	\$ 256
21.0 Travel and transportation of persons	\$ 4	\$ 37	\$ 37
25.1 Advisory and assistance services	\$ -	\$ 679	\$ 679
25.3 Other goods & services from Federal sources	\$ 240	\$ 33	\$ 33
26.0 Supplies and materials	\$ -	\$ 8	\$ 8
94.0 Financial transfers	\$ -	\$ 303,500	\$ 310,000
99.0 Obligations, Appropriated (Annual)	\$ 819	\$ 305,358	\$ 311,858
Subtotal, PC&B	\$ 575	\$ 1,093	\$ 1,093
Subtotal, Non-labor	\$ 244	\$ 304,265	\$ 310,765
<i>Net Outlays</i>	\$ (5,579)	\$ 241,000	\$ 342,000

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U.S. General Services Administration

ELECTRIC VEHICLES FUND

Fiscal Year 2022 Budget Request

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Appropriations Language

There is appropriated to the General Services Administration \$300,000,000, to remain available until expended, for the procurement of zero emission and electric passenger motor vehicles and the associated charging infrastructure, notwithstanding 42 U.S.C. 13212(c) and in addition to amounts otherwise available for such purposes: Provided, That amounts available under this heading may be transferred to and merged with appropriations at other Federal agencies, at the discretion of the Administrator, for carrying out the purposes under this heading, including for the procurement of charging infrastructure for the U.S. Postal Service.

Program Description

The Electric Vehicles Fund (EVF) enables the General Services Administration (GSA) to support the Administration's goal of electrifying the Federal fleet by providing the mechanism for GSA to procure zero emission and electric vehicles and the associated charging infrastructure on behalf of Federal agencies.

Program Financing

The funds appropriated will be transferred and merged with the funds of Federal agencies such as the Acquisition Services Fund and other agency funds at the discretion of the Administrator. The funds will be used to procure zero emission and electric vehicles and the associated charging infrastructure necessary for agencies to operate those zero emission and electric vehicles.

Summary of the Request

The FY 2022 Request provides for a total of \$300 million for the EVF to procure zero emission and electric vehicles (EV) and the associated charging infrastructure to support the Administration's goal of electrifying the Federal fleet. This funding serves as a down payment on a multi-year transformation of the Federal fleet along with additional Administration initiatives to help position the United States as the global leader in electric vehicle manufacturing. Funds for these GSA EV activities are part of a \$600 million request in the President's Budget for EV's and charging infrastructure that is contained within the individual budgets of 18 Federal agencies to begin moving toward a whole-of-government EV approach. This investment will be complemented by Department of Energy funding to provide technical assistance to agencies through the Federal Energy Management Program as GSA helps to build and grow EV infrastructure.

Historically, the upfront acquisition cost of electric vehicles is higher than that of similar conventionally fueled models, which has made it difficult for the Federal fleet to adopt electric vehicles and the associated infrastructure. This funding will allow the Federal Government to modernize its Fleet in a manner that would have a meaningful impact on the environment and transform the United States into a leadership position in electric vehicle manufacturing, creating good jobs across the country. GSA will use the provided funding for the additional upfront cost of electric and zero emission vehicles on behalf of Federal leasing agencies, as well as fund the procurement and installation of the charging infrastructure that is critical for agencies to operate zero emission and electric vehicles.

GSA will transfer and merge a portion of the funding with the Acquisition Services Fund to enable GSA to procure zero emission and electric vehicles to replace fossil-fuel vehicles on an ongoing basis as zero emission and electric vehicles become commercially available. Additionally, GSA may transfer and merge a portion of this appropriation to other Federal agency funds to enable those agencies to procure the charging infrastructure necessary for agencies to operate these zero emission and electric vehicles.

In support of the President's goal of transitioning to a fully EV Federal fleet, the Budget also reflects funding included in the American Jobs Plan for zero emission vehicle acquisitions and necessary vehicle charging infrastructure. This funding will allow the Federal Government to reduce the Federal fleet's impact on the environment as well as help accelerate American industrial capacity to produce clean vehicles and components.

Amounts Available for Transfer

(Dollars in Thousands)

	FY 2020 Enacted	FY 2021 Enacted	FY 2022 Request
Resources:			
Available from prior year	\$ -	\$ -	\$ -
American Jobs Plan Appropriation	\$ -	\$ -	\$ 5,000,000
Annual EVF Appropriation	\$ -	\$ -	\$ 300,000
Total Resources Available	\$ -	\$ -	\$ 5,300,000
Transfer Out for Electric Vehicles and Infrastructure	\$ -	\$ -	\$ (300,000)
Fund Balance	\$ -	\$ -	\$ 5,000,000

Explanation of Changes, Appropriated Dollars
 (Dollars in Thousands)

	FTE	FY 2020 Enacted	FTE	FY 2021 Enacted	FTE	FY 2022 Request
	0	\$ -	0	\$ -	0	\$ 300,000
Program Changes:						
Electric Vehicles and Infrastructure						\$ 300,000
Subtotal, Program Changes					0	\$ 300,000
Total Adjustments					0	\$ 300,000

Obligations by Object Classification
 (Dollars in Thousands)

	FY 2020 Actual	FY 2021 Plan	FY 2022 Request
94.0 Financial Transfers.....	\$ -	\$ -	\$ 300,000
99.0 Obligations, Appropriated.....	\$ -	\$ -	\$ 300,000

U.S. General Services Administration
ASSET PROCEEDS AND SPACE MANAGEMENT FUND
Fiscal Year 2022 Budget Request
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Appropriations Language

For carrying out section 16(b) of the Federal Asset Sale and Transfer Act of 2016 (40 U.S.C. 1303 note), \$16,000,000, to remain available until expended: Provided, That any proceeds from the sale of assets deposited under this heading shall remain available until expended and may be used for implementing the property recommendations of the Public Buildings Reform Board.

Appropriations Language Explanation

This appropriation language provides funding for the approved implementation of the recommendations made by the Public Buildings Reform Board (PBRB) consistent with P.L. 114-287. The fiscal year 2022 proposed language also includes a provision that will make sales proceeds deposited in the Asset Proceeds and Space Management Fund (APSMF) in FY 2022, available without appropriation by Congress.

Program Description

This activity provides for the purposes of carrying out actions pursuant to the Public Buildings Reform Board recommendations for civilian real property. In addition, amounts received from the sale of any civilian real property pursuant to a recommendation of the Board are available, as provided in appropriations Acts. Activities authorized include consolidation, co-location, exchange, redevelopment, reconfiguration of space, disposal, covering costs associated with sales transactions, acquiring land, construction, constructing replacement facilities, and conducting advance planning and design as may be required to transfer functions from a Federal asset or property to another Federal civilian property.

*U.S General Services Administration
Asset Proceeds and Space Management Fund*

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2020 Enacted	FY 2021 Enacted	FY 2022 Request
Resources:			
Fund Balance	\$ 30,000	\$ 30,000	\$ -
Appropriation	\$ -	\$ 16,000	\$ 16,000
Retention of Proceeds (Sale of Real Property)	\$ -	\$ -	\$ -
Subtotal, Revenue	\$ -	\$ -	\$ -
Total Resources Available	\$ 30,000	\$ 46,000	\$ 16,000
Total Obligations	\$ -	\$ 46,000	\$ 16,000
Fund Balance	\$ 30,000	\$ -	\$ -

Note: FY 2021 obligations include obligations against prior-year authority.

Explanation of Changes

(Dollars in Thousands)

	FTE	FY 2020 Enacted	FTE	FY 2021 Enacted	FTE	FY 2022 Request
	-	\$ -	-	\$ 16,000	-	\$ 16,000
Total Adjustments					-	\$ -

Summary of the Request

The FY 2022 request is \$16 million for the APSMF.

The APSMF will fund the implementation of the recommended actions of PBRB, subject to approval of PBRB round recommendations by the Office of Management and Budget (OMB). PBRB will identify opportunities for cost savings and deficit reduction by minimizing the Federal Government's inventory of civilian real property.

Since 2003, the Government Accountability Office has designated Federal real property management as a high-risk area, citing concerns about the deteriorating condition of facilities, the quantity of excess and underutilized properties, and an overreliance on leasing. To address these concerns, the APSMF will execute actions to consolidate the footprint and maximize the utilization rate of Federal buildings and facilities, reduce the reliance on leased space, sell or redevelop high-value assets that are under-utilized to obtain the highest and best value for the taxpayer, reduce operating and maintenance costs, reduce redundancy, and facilitate and expedite the sale or disposal of unneeded Federal civilian properties.

Program Financing

The corpus of the APSMF was established with appropriations in FY 2018, and the administration is seeking further appropriations in FY 2022. The proposed language provides that appropriated funds will be available, until expended, to finance real property projects, recommended in rounds, by PBRB and approved by OMB. The APSMF is also authorized under the Act to collect the sales proceeds from the disposition of the sale of civilian real property pursuant to an OMB approved recommendation of the PBRB. Those amounts presently may be used in future fiscal years only via authorization from Congress to use those proceeds. The Administration proposes a provision providing access to the sales proceeds deposited in FY 2022.

To complete the execution of the approved projects, the disposing agency may fund the project directly or the APSMF may fund the project. For projects funded by the APSMF, the APSMF may enter into reimbursable agreements with GSA or occupant agencies.

*U.S General Services Administration
Asset Proceeds and Space Management Fund*

Obligations by Object Classification
(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Plan	FY 2022 Request
94.0 Financial Transfers*	\$ -	\$ 46,000	\$ 16,000
99.0 Obligations, Appropriated	\$ -	\$ 46,000	\$ 16,000

Note: FY 2021 obligations include obligations against prior-year authority.

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U.S. General Services Administration

ALLOWANCES AND OFFICE STAFF FOR FORMER PRESIDENTS

Fiscal Year 2022 Budget Request

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*U.S. General Services Administration
Allowances and Office Staff for Former Presidents*

Appropriations Language

For carrying out the provisions of the Act of August 25, 1958, as amended (3 U.S.C. 102 note) and Public Law 95-138, \$5,000,000.

Program Description

This appropriation provides pensions, office staff, and related expenses for former Presidents Jimmy Carter, William Clinton, George W. Bush, Barack Obama and Donald Trump.

Summary of the Request

The fiscal year (FY) 2022 proposed budget provides a total of \$5 million for the annual pensions of the former presidents and compensation of their office staff and related expenses. GSA has a statutory requirement to support these activities under the Former Presidents Act of 1958 as amended (3 U.S.C. 102 note).

FY 2022 Explanation of Changes

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Enacted	FY 2022 Request
	\$ 3,851	\$ 4,400	\$ 5,000
Program Increases:			
Initial Full Year Increase for Former President Trump			\$ 415
Increases for Former President Obama			\$ 36
Increases for Former President Bush			\$ 101
Increases for Former President Clinton			\$ 39
Increases for Former President Carter			\$ 9
Program Decreases:			
None			\$ -
Total Adjustments			\$ 600

The FY 2022 budget request includes an increase of \$600 thousand, a 13.6 percent increase from the FY 2021 level. The increase is due to lease expirations, additional cleaning service needs, a small increase to our Working Capital Fund bill, an anticipated increase in retirement benefits, and the full year addition of Former President Trump.

*U.S. General Services Administration
Allowances and Office Staff for the Former Presidents*

Amount Available for Obligation
(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Enacted	FY 2022 Request
Discretionary authority:			
Annual appropriation	\$ 3,851	\$ 4,400	\$ 5,000
Unobligated balance, rescinded.....	\$ -	\$ -	\$ -
Unobligated balance, sequestered.....	\$ -	\$ -	\$ -
Expired Unobligated balance, end of year.....	\$ (165)	\$ -	\$ -
Total, obligations.....	\$ 3,686	\$ 4,400	\$ 5,000
<i>Net Outlays</i>	\$ 3,649	\$ 4,356	\$ 4,950

U.S. General Services Administration
Allowances and Office Staff for Former Presidents

Obligations by Object Classification

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Enacted	FY 2022 Request
11.1 Full-time permanent	\$ -	\$ -	\$ -
11.3 Other than full-time permanent	\$ -	\$ -	\$ -
11.5 Other personnel compensation	-	\$ -	\$ -
11.8 Special personnel services payments	\$ 284	\$ 279	\$ 452
12.1 Civilian personnel benefits	\$ 299	\$ 334	\$ 499
13.0 Benefits for former personnel	\$ 896	\$ 1,142	\$ 1,183
21.0 Travel and transportation of persons	\$ -	\$ 5	\$ -
22.0 Transportation of things	\$ -	\$ 8	\$ -
23.1 Rental payments to GSA	\$ 1,643	\$ 1,843	\$ 1,995
23.2 Rental payments to others	\$ -	\$ -	\$ -
23.3 Communications and utilities	\$ 164	\$ 236	\$ 216
24.0 Printing and reproduction	\$ 21	\$ 56	\$ 32
25.1 Advisory and assistance services	\$ 94	\$ 234	\$ 214
25.2 Other services from non-Federal sources	\$ -	\$ -	\$ -
25.3 Other goods & services from Federal sources	\$ 106	\$ 134	\$ 164
25.4 Operation and maintenance of facilities	\$ 1	\$ 8	\$ 40
25.6 Medical care	\$ -	\$ -	\$ -
25.7 Operation and maintenance of equipment	\$ 120	\$ -	\$ 57
26.0 Supplies and materials	\$ 22	\$ 41	\$ 51
31.0 Equipment	\$ 42	\$ 80	\$ 97
43.0 Interest and dividends	\$ -	\$ -	\$ -
44.0 Refunds	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated (Annual)	\$ 3,688	\$ 4,400	\$ 5,000
<i>Subtotal, PC&B</i>	<i>\$ 1,478</i>	<i>\$ 1,756</i>	<i>\$ 2,134</i>
<i>Subtotal, Non-labor</i>	<i>\$ 2,210</i>	<i>\$ 2,644</i>	<i>\$ 2,866</i>

*U.S. General Services Administration
Allowances and Office Staff for the Former Presidents*

FY 2022 Budget Request by Former President

(Dollars in Thousands)

	CARTER	CLINTON	G W BUSH	OBAMA	TRUMP	TOTAL
Personnel Compensation	\$ -	\$ 96	\$ 96	\$ 110	\$ 150	\$ 452
Personnel Benefits	\$ -	\$ 123	\$ 125	\$ 110	\$ 141	\$ 499
Pensions for Former Presidents	\$ 225	\$ 244	\$ 238	\$ 251	\$ 225	\$ 1,183
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rental Payments to GSA	\$ 118	\$ 612	\$ 542	\$ 563	\$ 160	\$ 1,995
Communications, Utilities, and Misc	\$ 17	\$ 1	\$ 124	\$ 40	\$ 34	\$ 216
Printing	\$ 5	\$ 17	\$ 5	\$ -	\$ 5	\$ 32
Other Services	\$ 122	\$ 92	\$ 40	\$ 62	\$ 159	\$ 475
Supplies	\$ 2	\$ 7	\$ 20	\$ 11	\$ 11	\$ 51
Equipment	\$ -	\$ 26	\$ 20	\$ 36	\$ 15	\$ 97
FY 2022	\$ 489	\$ 1,218	\$ 1,210	\$ 1,183	\$ 900	\$ 5,000

*Personnel Compensation and Benefits for former President Carter's staff are provided by contract support categorized under 'Other Services'.

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U.S. General Services Administration
CIVILIAN BOARD OF CONTRACT APPEALS

Fiscal Year 2022 Budget Request

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Appropriations Language

For expenses authorized by law, not otherwise provided for, for the activities associated with the Civilian Board of Contract Appeals, \$10,080,000, of which \$2,000,000 shall remain available until expended.

Background

In fiscal year (FY) 2022, the Civilian Board of Contract Appeals (CBCA), an independent tribunal housed within the General Services Administration (GSA), continues to have a separate appropriation from GSA's Operating Expenses appropriation. This separate appropriation reflects the independent nature of the CBCA and increases transparency to Congress and stakeholders by providing additional detail about the CBCA appropriation.

Because the CBCA appropriation for FY 2021 remained the same as FY 2020 at \$9,301 thousand, the Board was only able to cover the increase in its expenses for salaries, rent, and other program costs through significant cuts and deferring costs, many of which were only possible due to the effects of the COVID-19 pandemic on our operations. When our offices closed in March 2020, the CBCA cancelled all guard services and suspended all case-related travel. By the beginning of FY 2022, however, the CBCA expects significant cost increases will be associated with a return to normal operations. Our request for FY 2022 is therefore \$10,080 thousand. This amount is due to anticipated increases in the costs of salaries, awards, travel, rent, and GSA's Working Capital Fund, as well as the need to address deferred equipment maintenance and to create a modernized case filing and tracking system that would better serve the needs of the Board and the parties who appear before it. The CBCA also requests that a portion of the appropriation (\$2,000 thousand) be available until expended to allow for the flexibility to carry forward resources to continue creation of its new case filing system and to address the unpredictable increased workload and travel costs related to the amendment to the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) which gave CBCA additional responsibility to arbitrate certain Federal Emergency Management Agency (FEMA) disputes without reimbursement or additional funding. Since 2019, the CBCA has arbitrated numerous disputes under this new jurisdiction. Although the FY 2021 appropriation included that amount (\$2,000 thousand) as available over a two-year period, we anticipate no carryover of funds into FY 2022 because of our increased costs and static appropriation in FY 2021.

Program Description

The CBCA provides the prompt, efficient, and inexpensive resolution of various disputes involving Federal executive branch agencies. The CBCA adjudicates contract disputes under the Contract Disputes Act (CDA) between Government contractors and all civilian executive agencies other than the National Aeronautics and Space Administration (NASA), the United States Postal Service (USPS), the Postal Regulatory Commission (PRC), and the Tennessee Valley Authority (TVA). Resolving CDA disputes can be accomplished by holding a hearing, deciding on the record, or achieving settlement through alternative dispute resolution (ADR). To accomplish this, the CBCA judges will hold a hearing or engage in ADR in the CBCA's offices or they will travel, at the CBCA's expense, to a mutually agreed upon location.

The CBCA also hears and decides other types of cases, including cases arising under the Indian Self-Determination Act; disputes between insurance companies and the Department of Agriculture's Risk Management Agency involving actions of the Federal Crop Insurance Corporation; claims by Federal civilian employees from all executive branch agencies (including Department of Defense agencies) for reimbursement of expenses incurred while on official temporary duty travel or in connection with relocation to a new duty station; claims by carriers or freight forwarders involving actions of GSA regarding payment for transportation services; and applications by prevailing private parties for recovery of litigation costs under the Equal Access to Justice Act.

In 2018, Congress amended the Stafford Act, 42 U.S.C. 5189a(d), to authorize (without additional funding) the Board to arbitrate disputes between applicants and FEMA as to eligibility for public assistance (or repayment of past public assistance) for disasters after January 1, 2016, when the disputed amount exceeds \$500 thousand or, for an applicant in a rural area, is at least \$100 thousand. As a result, the CBCA continues to arbitrate disputes under this statute. The CBCA travels for these cases at its own expense.

Finally, the CBCA provides ADR services to executive agencies on matters not covered by the CDA. The CBCA provides ADR services on a reimbursable basis to the Department of Energy National Laboratories, the Smithsonian Institution, and FEMA for Hurricanes Katrina and Rita.

U.S. General Services Administration
 Civilian Board of Contract Appeals

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Enacted	FY 2022 Request
Discretionary authority:			
Annual appropriation	\$ 9,301	\$ 9,301	\$ 10,080
Reimbursable authority:			
New authority	\$ 750	\$ 50	\$ 50
Change in uncollected payments	\$ -	\$ -	
Subtotal, reimbursable authority	\$ 750	\$ 50	\$ 50
Appropriation's authority, expiring	\$ (171)		
Total, obligations	\$ 9,130	\$ 9,351	\$ 10,130
Obligations, appropriated (annual)	\$ 9,130	\$ 9,301	\$ 10,080
Obligations, reimbursable	\$ -	\$ 50	\$ 50
<i>Net Outlays</i>	\$ 8,304	\$ 9,208	\$ 9,979

Explanation of Changes, Appropriated Dollars and FTE

(Dollars in Thousands)

	FY 2020		FY 2021		FY 2022
	FTE	Actual	FTE	Enacted	Request
	41	\$ 9,130	41	\$ 9,301	41
					\$ 10,080

Program Increases:

Personnel Compensation and Benefits	\$ 246
Travel and Transportation	\$ 30
Rent	\$ 191
Communications and utilities	\$ (5)
Advisory and assistance services	\$ 10
Contractual Services	\$ 165
Operation and maintenance of facilities	\$ 5
Operation and maintenance of equipment	\$ -
Supplies, Materials, and Equipment	\$ 137
Subtotal, Program Increases	\$ 779

Program Decreases:

Subtotal, Program Decreases	
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Total Adjustments	\$ 779
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Summary of the Request

The FY 2022 budget provides \$10,080 thousand, of which \$2,000 thousand shall remain until expended, and 41 full time equivalent (FTE) for the CBCA. The budget also includes \$50 thousand in authority for reimbursable ADR services, in accordance with 5 U.S.C. § 573.

U.S. General Services Administration
 Civilian Board of Contract Appeals

Obligations by Object Classification

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Enacted	FY 2022 Request
11.1 Full-time, permanent	\$ 4,186	\$ 4,476	\$ 4,644
11.3 Other than full-time permanent	\$ 147	\$ 220	\$ 226
11.5 Other personnel compensation	\$ 29	\$ 55	\$ 55
11.8 Special personnel services payments	\$ -	\$ -	\$ -
12.1 Civilian personnel benefits	\$ 1,345	\$ 1,430	\$ 1,502
13.0 Benefits for former personnel	\$ -	\$ -	\$ -
21.0 Travel and transportation of persons	\$ 10	\$ -	\$ 30
22.0 Transportation of things	\$ 1	\$ -	\$ -
23.1 Rental payments to GSA	\$ 2,642	\$ 2,435	\$ 2,626
23.2 Rental payments to others	\$ -	\$ -	\$ -
23.3 Communications and utilities	\$ 34	\$ 35	\$ 30
24.0 Printing and reproduction	\$ -	\$ -	\$ -
25.1 Advisory and assistance services	\$ 57	\$ 10	\$ 20
25.2 Other services from non-Federal sources	\$ 7	\$ 20	\$ 50
25.3 Other goods & services from Federal sources	\$ 405	\$ 495	\$ 630
25.4 Operation and maintenance of facilities	\$ 22	\$ 20	\$ 25
25.6 Medical care	\$ -	\$ -	\$ -
25.7 Operation and maintenance of equipment	\$ 20	\$ 25	\$ 25
26.0 Supplies and materials	\$ 127	\$ 10	\$ 120
31.0 Equipment	\$ 98	\$ 70	\$ 97
32.0 Land and structures	\$ -	\$ -	\$ -
33.0 Investments and loans	\$ -	\$ -	\$ -
41.0 Grants, subsidies, and contributions	\$ -	\$ -	\$ -
42.0 Insurance claims and indemnities	\$ -	\$ -	\$ -
43.0 Interest and dividends	\$ -	\$ -	\$ -
44.0 Refunds	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated (Annual)	\$ 9,130	\$ 9,301	\$ 10,080
<i>Subtotal, PC&B</i>	<i>\$ 5,707</i>	<i>\$ 6,181</i>	<i>\$ 6,427</i>
<i>Subtotal, Non-labor</i>	<i>\$ 3,423</i>	<i>\$ 3,120</i>	<i>\$ 3,653</i>
99.2 Obligations, Reimbursable	\$ -	\$ 50	\$ 50
99.9 Total obligations	\$ 9,130	\$ 9,351	\$ 10,130

Fiscal Year 2022 Budget Request

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Appropriations Language

For necessary expenses of the Office of Inspector General and services as authorized by 5 U.S.C. 3109, \$69,000,000: *Provided*, That not to exceed \$50,000 shall be available for payment for information and detection of fraud against the Government, including payment for recovery of stolen Government property: *Provided further*, That not to exceed \$2,500 shall be available for awards to employees of other Federal agencies and private citizens in recognition of efforts and initiatives resulting in enhanced Office of Inspector General effectiveness.

Program Description

This appropriation provides agency-wide audit, investigative, and inspection functions to identify and correct management and administrative deficiencies within the General Services Administration (GSA), including conditions for existing or potential instances of fraud, waste, and mismanagement. This audit function provides internal audit and contract audit services. Contract audits provide professional advice to GSA contracting officials on accounting and financial matters relative to the negotiation, award, administration, repricing, and settlement of contracts. Internal audits review and evaluate all facets of GSA operations and programs, test internal control systems, and develop information to improve operating efficiencies and enhance customer services. The investigative function provides for the detection and investigation of improper and illegal activities involving GSA programs, personnel, and operations. The inspection function supplements traditional audits and investigations by providing systematic and independent assessments of the design, implementation, and/or results of GSA's operations, programs, or policies.

*U.S. General Services Administration
Office of Inspector General*

5-Year Appropriation History Table

	FY 2018 Enacted	FY 2019 Enacted	FY 2020 Enacted	FY 2021 Enacted	FY 2022 Request
Request to Congress:	\$66,000,000	\$67,000,000	\$68,000,000	\$67,000,000	\$69,000,000
Appropriated:					
Annual Funds	\$65,000,000	\$65,000,000	\$67,000,000	\$67,000,000	
Rescissions					
Sequestration					
No-Year Funds					
Rescissions					
Total.....	\$65,000,000	\$65,000,000	\$67,000,000	\$67,000,000	

U.S. General Services Administration
Office of Inspector General

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Enacted	FY 2022 Request
Unobligated balance, start of year ¹	\$4,008	\$3,527	\$1,527
<i>Discretionary authority:</i>			
Appropriation (annual).....	\$67,000	\$67,000	\$69,000
Appropriation (no-year).....			
<i>Reimbursable authority:</i>			
Offsetting collections.....	\$600	\$600	\$600
Subtotal amount available for obligation	\$71,608	\$71,127	\$71,127
<i>Discretionary authority:</i>			
Unobligated balance, expiring.....	(\$436)	\$0	\$0
Unobligated balance, end of year.....	(\$3,527)	(\$1,527)	\$0
<i>Reimbursable authority:</i>			
Unobligated balance, expiring.....	(\$253)	\$0	\$0
Total obligations	\$67,392	\$69,600	\$71,127
Obligations, appropriated (annual).....	\$66,564	\$67,000	\$69,000
Obligations, appropriated (no-year).....	\$481	\$2,000	\$1,527
Obligations, reimbursable.....	\$347	\$600	\$600
Net outlays, appropriated.....	\$66,923	\$68,838	\$70,381

¹ Unobligated balance reflects no-year funds appropriated in FY 2014 through FY 2016.

*U.S. General Services Administration
Office of Inspector General*

Explanation of Changes, Appropriated Dollars, and FTE

(Dollars in Thousands)

	FTE	Budget Authority
2021 Enacted	296	\$ 67,000
2022 Request	<u>296</u>	<u>\$ 69,000</u>
Net Change.....	0	\$ 2,000
<hr/> <hr/>		
Maintaining Current Levels:		
FY 2021 Pay Increase (1.0%), Q1 FY 2022		\$ 93
FY 2022 Pay Increase (2.7%), Effective Jan 2022		\$ 753
FY 2022 FERS Retirement Payments Increase (1.1% for Non-LEO, 1.8% for LEO)		\$ 483
Subtotal, Maintaining Current Levels		\$ 1,329
Program Increases:		
Travel and Transportation		\$ 735
Purchases of Services from Govt Accounts		\$ 338
Rent		\$ 34
Contractual Services		<u>\$ 31</u>
Subtotal, Program Increases		\$ 1,138
Program Decreases		
Equipment		\$ (467)
Subtotal, Program Decreases		\$ (467)
Net Change.....	0	\$ 2,000
<hr/> <hr/>		
Reimbursable Resources	3	\$ 600

Summary of Request

The FY 2022 budget requests a total of **\$69,000 thousand** for the Office of Inspector General. This represents a net increase of **\$2,000 thousand** from the FY 2021 request and includes the following adjustments:

- \$93 thousand for FY 2021 pay increase (1.0%), Q1 FY 2022
- \$753 thousand for FY 2022 pay increase (2.7%), effective January 2022
- \$483 thousand for FERS retirement payments increase (1.1% for non-LEO, 1.8% LEO)
- \$735 thousand for travel and transportation increase
- \$338 thousand for purchases of services from government accounts increase
- \$34 thousand for rent increase
- \$31 thousand for contractual services increase
- \$467 thousand for equipment decrease

Reimbursable Programs: The FY 2022 OIG reimbursable request includes **\$600 thousand** for the following reimbursable work: (1) \$350 thousand for the Fleet Card Program; and (2) \$250 thousand for on-going reimbursable work with other agencies and independent commissions.

FY 2022 Annual CIGIE Assessment (0.36% of \$69,000,000)	\$248,400
FY 2022 Annual Training Request: Certified by the Inspector General, (includes training travel)	\$725,000

*U.S. General Services Administration
Office of Inspector General*

Obligations by Object Classification

(Dollars in Thousands)

	FY 2020	FY 2021	FY 2022
	Actual	Enacted	Request
11.1 Full-time permanent	\$34,986	\$34,786	\$35,503
11.3 Other than full-time permanent	\$765	\$858	\$879
11.5 Other personnel compensation	\$2,414	\$2,730	\$2,740
11.8 Special personal services payments	\$(40)	\$0	\$0
11.9 Total personnel compensation	\$38,125	\$38,374	\$39,122
12.1 Civilian personnel benefits	\$14,662	\$15,139	\$15,720
21.0 Travel and transportation of persons	\$747	\$447	\$1,182
22.0 Transportation of things	\$0	\$0	\$0
23.1 Rental payments to GSA	\$5,060	\$5,101	\$5,135
23.2 Rental payments to others	\$0	\$0	\$0
23.3 Communications, utilities and miscellaneous charges	\$369	\$355	\$355
24.0 Printing and reproduction	\$5	\$9	\$9
25.1 Advisory and assistance services	\$1,608	\$2,219	\$2,250
25.2 Other services	\$10	\$10	\$10
25.3 Purchases of goods and services from government accounts	\$3,824	\$3,212	\$3,550
25.4 Operation and maintenance of facilities	\$0	\$2	\$2
25.7 Operation and maintenance of equipment	\$1,194	\$1,300	\$1,300
26.0 Supplies and materials	\$135	\$140	\$140
31.0 Equipment	\$817	\$692	\$225
42.0 Insurance claims and indemnities	\$8	\$0	\$0
99.0 Subtotal	\$66,564	\$67,000	\$69,000
99.0 Reimbursable obligations	\$347	\$600	\$600
99.9 Total Obligations	\$66,911	\$67,600	\$69,600

FY 2022 Request

For FY 2022, the General Services Administration (GSA) Office of Inspector General (OIG) requests \$69,000 thousand to execute our mission to detect and deter waste, fraud, abuse, and misconduct and to promote economy and efficiency in GSA's multibillion dollar programs and operations including contracts.

The level of funding requested would prevent deterioration in our capacity to meet our mission. The OIG's success in carrying out its mission is directly tied to the expertise of auditors, special agents, inspectors, attorneys on staff, and the administrative staff that support these personnel; such expertise comes with a price. Due to the highly skilled workforce needed to perform our work, we have often sacrificed FTE in lieu of experience in order to execute our mission and keep pace with GSA as it implements new programs and initiatives. Maintaining a highly skilled workforce, in addition to recently mandated increases to agency FERS contribution rates and awards spending, have contributed to the reduction of FTE levels of personnel which we can support.

Full funding of the Inspector General function provides a positive return to taxpayers. Our work routinely results in large financial recoveries each year that significantly exceed our appropriation. In fact, over the past few years our efforts resulted in recoveries totaling \$91 million in FY 2020, \$122 million in FY 2019, and \$111 million in FY 2018. Additionally, we recommended cost savings and identified funds put to better use totaling more than \$151 million dollars in additional potential savings during FY 2020.

During FY 2020, the OIG made a smooth transition to all-office telework in order to perform our mission in the midst of the global pandemic. Our audit, inspection, and investigative efforts during this time continued to produce high quality results.

One recent example, our audit of the safety and security of GSA child care centers, found significant security vulnerabilities at all 11 child care centers we tested. GSA provides space for 100 child care centers nationwide, which provide care for more than 7,000 children. We found that security upgrades recommended by Department of Homeland Security facility security assessments to address vulnerabilities at the centers we tested were not implemented, and the centers did not meet minimum security standards. Our report attracted Congressional attention and prompted a commitment from GSA management to improve the security of the child care centers.

Our work also contributed materially to strengthening the capability of the federal government to continue operations and support the physical reconstitution of federal executive departments and agencies, including the Executive Office of the President, in the event of a catastrophic emergency. Our Office of Inspections' evaluation of GSA's 2018 Eagle Horizon Exercise found that GSA's Office of Mission Assurance (OMA) used an insufficient, incomplete, and outdated Continuity Plan to conduct the Exercise. OMA's use of an outdated GSA plan, assignment of distracting collateral duties to exercise

evaluators, and misrepresentation of the results of the evaluators' assessments resulted in the exercise not properly reflecting the agency's actual state of readiness to perform its crucial role in helping federal agencies function following a catastrophe. The agency agreed with our recommendations to strengthen its readiness level.

Our special agents continue to find and aggressively investigate cases of procurement fraud, including those featuring contractors that import foreign-made goods and fraudulently sell them to the U.S. government as being American-made. In one recent notable case, a company executive pleaded guilty to misrepresenting that more than \$1.7 million of Chinese-made military and law enforcement tactical gear sold to the government was manufactured in the United States. Additionally, we successfully investigated set-aside fraud schemes that involved contracts worth nearly \$375 million.

Our investigative data analytics capability continues to strengthen and yield results. For example, our investigative efforts led to the successful prosecution of Hurriyet Arslan for his role in a scheme that involved illegally accessing and manipulating a government contractor's account in GSA's System for Award Management (SAM) in order to fraudulently divert a \$23.4 million government payment to Arslan's own bank account. Additionally, one of Arslan's co-conspirators has now been indicted. Our investment in data analytics staff and tools significantly aided in this and other related investigations by providing a robust platform to digest and analyze the data from SAM. Beginning in 2020, we doubled the size of our data analytics staff, increasing from two FTEs to four. In addition to the efficiencies realized in ongoing cases, our continued investment in this important program enables us to refine our existing fraud detection analytics models and develop new models to identify procurement fraud schemes, including those involving bid rigging, set-aside contract fraud, and excluded parties who conceal their identities to illegally obtain federal contracts.

We describe these and other highlights of the work of our auditors, investigators, and inspectors below.

GSA OIG Business Component Justifications

Our major operational components—the Office of Audits, Office of Investigations, and Office of Inspections—share primary responsibility for overseeing GSA programs and operations. Increasingly, coordinated and joint efforts by the OIG’s offices are producing results that lead to program correction, savings, and successful prosecutions, some of which are noted below. While each component’s own activities well justify its cost, we are finding that often the combined efforts of our professional staffs add an important dimension to the OIG’s arsenal against misconduct and inefficiency. The appropriations for the OIG reflect a prudent investment in oversight of GSA activities.

Office of Audits

Program Description

The Office of Audits is an organization charged with overseeing GSA’s use of taxpayer dollars as GSA administers its programs and operations. The goal of our audits is to support GSA’s primary business lines—acquisition services and real property—while ensuring their integrity, economy, and efficiency. To that end, we balance our audit coverage between contract and internal audits to meet a number of needs and requirements as follows:

- Program audits provide GSA management with independent assessments and input on potential solutions to challenges, when appropriate.
- Information technology and systems audits evaluate whether GSA’s information systems are designed to enable efficient and effective operations, contain adequate systems controls, are properly secured, and meet user requirements.
- Regulatory audits evaluate whether GSA complies with applicable laws and regulations.
- Internal control audits test the controls built into GSA’s programs and systems to determine whether those controls are operating as intended and providing reasonable assurance of achieving effective and efficient operations, reliable financial and performance reporting, and compliance with applicable laws and regulations.
- Contract audits examine selected contractors’ records and develop the financial information necessary for GSA contracting officers to negotiate favorable pricing arrangements on contract awards and administer existing contracts. These engagements include preaward and postaward examinations of Multiple Award Schedule contracts, as well as audits of construction claims, requests for equitable adjustment, and close-out audits.
- Audit oversight ensures independent public accountants comply with standards when performing the annual financial statements audit required under the 1990

Chief Financial Officer's Act and the independent evaluation of GSA's information security program and practices required under the Federal Information Security Modernization Act of 2014.

Our auditors provide extensive oversight of billions of dollars in contracts awarded by GSA for products, services, and real property. During Fiscal Year 2020, our audits recommended over \$151 million in cost avoidances and recoveries, which included over \$7.6 million from our construction contract audits.

Two key audits completed in FY 2020 illustrate the significance of the results achieved by this organization. In January 2020, we issued an audit of security vulnerabilities of child care centers in GSA-controlled buildings. Minimum security standards for child care centers in GSA-controlled buildings were established after the tragic bombing of the Alfred P. Murrah Federal Building in Oklahoma City, Oklahoma, on April 19, 1995. We performed this audit to determine if GSA provides safe and secure environments for children and staff in 100 independently operated child care centers, which care for over 7,000 children daily within GSA buildings. We identified significant security vulnerabilities at all 11 child care centers we tested. We found child care centers in GSA-controlled buildings that do not meet the minimum federal security standards. We also found child care centers in buildings that are or may be at risk. Finally, we found that many of the federal government's recommended security countermeasures have not been implemented.

Based on our audit findings, we made recommendations to GSA to ensure it maintains child care centers in safe locations that meet minimum security standards, addresses specific vulnerabilities we identified for the child care centers, conducts a comprehensive assessment to identify security vulnerabilities at each child care center located in a GSA-controlled building, and expedites action to upgrade these buildings to the minimum security standards. We also recommended that if GSA cannot address vulnerabilities identified in these buildings, it should move the child care centers to safer locations.

In December 2019, we issued a report entitled FAS's Use of Pricing Tools Results in Insufficient Price Determinations. To assist its contracting officers in evaluating pricing proposals for MAS service contracts, FAS developed the Contract-Awarded Labor Category tool (CALC) and Contract Operations Division Contractors Database (CODCD) labor category pricing tool. However, we found that FAS contracting officers used flawed methodologies and practices when performing analyses with these pricing tools. Contracting officers relied either solely or primarily on the pricing tools to establish price reasonableness, inappropriately based pricing comparisons on labor categories that were not the "same or similar," used inconsistent sampling methods, and used an inappropriate basis to establish acceptable price ranges. We also found that the data in the Contract-Awarded Labor Category tool is incomplete, inaccurate, and duplicative; and as a result, use of that data may skew the price analyses. Finally, we found that FAS contracting officers did not adequately document their use of the pricing tools to support price analyses and pricing determinations.

Based on our audit findings, we recommended that FAS discontinue use of the CALC and CODCD pricing tools until comprehensive policy, guidance, and controls are established and implemented to ensure resultant price analyses are valid; establish controls to ensure that data contained and uploaded into the pricing tools is complete, accurate, and consistent; seek to automate the process to reduce human error; and develop and implement controls to ensure compliance with FAS policy and procedure in regards to documenting use of the pricing tools.

Other significant work included an audit of PBS's green roof and safety practices. PBS manages nearly 2 million square feet of green roofs on federally owned buildings throughout the nation. According to estimates from a 2011 GSA study, these roofs were installed at a cost of at least \$48 million. While more expensive to both install and maintain than traditional roofs, green roofs can provide economic, environmental, and societal benefits that offset their added costs. However, failure to maintain green roofs will result in lost benefits, thereby negating the justification to install this premium roof type. Accordingly, PBS has a responsibility to ensure its green roofs are maintained in accordance with internal guidance and industry standards. In doing so, PBS must also protect individuals accessing these roofs by providing required fall protection.

We found that PBS does not have a comprehensive maintenance strategy in place to protect its investment in green roofs. We reviewed maintenance approaches at 14 sites representing 43 percent of PBS's total managed green roof square footage and found that in most cases PBS did not properly maintain the green roofs. PBS's failure to maintain its green roof inventory has led to lost environmental benefits, wholesale green roof failures, and wasted taxpayer dollars. We also found that PBS has not put safeguards in place to protect contractors and employees against fall hazards for half of the green roofs we tested.

Based on our audit findings, we made six recommendations to the PBS Commissioner. The recommendations included: developing a comprehensive strategy to maintain the green roof inventory; providing training on the unique requirements of green roof maintenance; using life-cycle costing during the green roof design phase; protecting individuals accessing green roofs from fall hazards; mitigating fall hazards when installing green roofs; and discontinuing the installation of future green roofs until all recommendations have been implemented.

We also performed an audit of contract administration practices for PBS's \$1.7 billion Energy Savings Performance Contracts (ESPCs). This audit was a follow-on to our September 2016 and August 2017 audits that identified significant deficiencies in PBS's award of ESPCs. Under an ESPC, a contractor privately finances energy improvements to federal facilities. The government uses the resultant energy cost savings to reimburse the contractor for the cost of the improvements. We found that PBS did not realize savings to fully fund payments for two of the seven ESPC projects we examined and that it did not have evidence that other projects were meeting their operations and maintenance savings.

In addition, we found that PBS did not provide effective oversight of the accuracy of energy savings claimed by energy service companies (ESCOs). On multiple projects, PBS did not witness the ESCO energy measurement and verification activities or review ESCO measurement and verification reports, but instead relied on the contractor to self-monitor and self-report whether it achieved the savings. We also identified deficiencies in PBS's ESPC contract file administration. PBS was not ensuring the completeness of contract files and was not completing contractor performance assessments in accordance with the Federal Acquisition Regulation (FAR). Finally, PBS did not oversee the administration of ESPC projects after award.

Based on our audit findings, we recommended PBS improve oversight of ESPC savings evaluation; identify and, if possible, recover savings shortfalls; renegotiate operations and maintenance contracts; ensure witnessing and proper review of measurement and verification reports; verify that current and future ESPCs have all required contract documents; ensure that annual evaluations are completed for all future ESPCs in accordance with the FAR; and increase the oversight of the regions' administration of ESPCs through the performance period.

Finally, we conducted an audit on a GSA information system and provided recommendations to address significant issues. Due to security concerns, this audit is restricted from public release.

Office of Investigations

Program Description

The Office of Investigations is comprised of special agents with full statutory law enforcement authority: they make arrests, execute search warrants, serve subpoenas, and carry firearms. Allegations investigated by OIG special agents include bribery, kickbacks, extortion, public corruption, false claims, credit card fraud, theft, diversion of excess government property, counterfeit products, product substitution, false statements, and a variety of other fraud-related crimes and offenses.

The Office of Investigations has developed and implemented an investigative action plan which contains the following elements:

- Investigations of alleged criminal violations and civil fraud by contractors, employees, and others relating to GSA acquisition programs;
- Criminal investigations relating to the integrity of GSA programs, operations, and personnel;

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- The development and implementation of proactive investigations which address systemic investigative issues that cross GSA regional boundaries; and
- Investigations of allegations of serious misconduct by high-ranking GSA officials.

Highlights of the Office's work in FY 2020 include the following:

A GSA OIG investigation found that Brian Ganos, the president of Sonag Company, Inc., and vice president of Nuvo Construction Company, Inc., conspired with others to make false representations in order to obtain over \$200 million worth of government construction contracts in the Milwaukee area. The contracts were issued under the U.S. Small Business Administration 8(a), Department of Transportation Disadvantaged Business Enterprise, and Department of Veterans Affairs Serviced-Disabled Veteran-Owned Small Business set-aside programs. Ganos pled guilty to wire and mail fraud and was sentenced to 78 months' incarceration and ordered to pay a forfeiture money judgment of \$1.9 million. After a four day trial, Mark Spindler, who provided accounting services to Ganos and the companies he controlled, was found guilty of conspiring with Ganos and others. GSA OIG investigated this case with the FBI, VA OIG, DOT OIG, SBA OIG, DCIS, Army CID, and the Defense Contract Audit Agency.

Another GSA OIG investigation revealed that the System for Award Management (SAM) account of a government vendor was fraudulently accessed, and the vendor's bank account information was altered in order to deliberately misdirect government payments into an account controlled by Hurriyet Arslan. The illegal access was facilitated by a phishing attack through which the authorized user's credentials were obtained. Arslan pleaded guilty to money laundering and conspiracy to commit mail, wire, and bank fraud and agreed to forfeit the proceeds of the crime, including a \$23.4 million Defense Logistics Agency payment that was illegally diverted into a bank account he controlled. The investigation also resulted in the arrest and charges against one of Arslan's co-conspirators. Our data analytics program significantly aided in this and other related investigations by providing a robust platform to digest and analyze the data from SAM. GSA OIG is the lead agency in this joint investigation with DCIS, HSI, and DOJ.

Proactive work by our data analytics team led to a GSA OIG investigation of a scheme to install Ruben Villarreal, a service-disabled veteran, as the figurehead owner of a construction company in order to illegally obtain SDVOSB set-aside contracts. From 2004 through 2017, the company received approximately \$250 million in SDVOSB set-aside contracts to benefit their large, non-qualified company. Villarreal and co-conspirator Michael Wibracht pleaded guilty to one count of conspiracy to defraud the government, and alleged co-conspirator Michael Padron was indicted on conspiracy and wire fraud charges. GSA OIG investigated this case with the Army Criminal Investigation Command, VA OIG, and DCIS.

A GSA OIG investigation determined that Daren Arakelian, owner of Great 4 Image, misrepresented that more than \$1.7 million of military and law enforcement tactical gear sold on GSA Advantage and through direct GSA contract sales was manufactured in the United States when, in fact, it was made in China. Our investigators proved that Arakelian was not only aware the products were made in China, but took steps to conceal the scheme, which included falsely certifying to federal contracting officials the products were manufactured in compliance with the Buy American Act and Trade Agreements Act. Arakelian was arrested and pleaded guilty to wire fraud charges. In addition, he agreed to pay \$702,000 to resolve allegations the company violated the False Claims Act. GSA OIG is the lead agency in this joint investigation with Army CID, DCIS, DHS OIG, and TIGTA.

Another GSA OIG investigation found that Frank Apicella and Michael Sforza, Owners, FENS Associates, LLC, used the service-disabled status and residence of Apicella's step-son, James, to establish Tactical Office Solutions, LLC, as a Service-Disabled Veteran-owned HUBZone furniture dealership to fraudulently obtain approximately \$16 million in set-aside contracts. Frank Apicella, Michael Sforza, and James Apicella pleaded guilty to conspiracy for their roles in defrauding the Service-Disabled Veteran-owned Small Business and HUBZone programs. All three were each sentenced to two years' probation and ordered to pay forfeiture of \$300,000 each. In addition, Frank Apicella and Michael Sforza were also ordered to each pay a \$300,000 fine. GSA OIG led this investigation with assistance from VA OIG and Army CID.

A GSA OIG investigation determined that GSA contractor MASS Service and Supply (MASS) submitted false statements to GSA and the Department of Defense in order to obtain approximately \$50 million in set-aside HUBZone contracts that it would not otherwise have been eligible to receive. The company's owner, Catherine Grasmick, and office manager, Angela Petersen, pled guilty to federal charges and were sentenced to 36 and 12 months' probation respectively. Grasmick also agreed to pay \$500,000 as part of a global resolution. GSA OIG investigated this case with DCIS, Army CID, and AFOSI.

The above examples illustrate the important work of the Office of Investigations, and the variety and complexity of the schemes that must be investigated to address fraud, waste and abuse in GSA's multi-billion dollar activities. Without the work of OIG special agents in all these areas, the integrity of GSA programs, operations, and staff would be undermined to the detriment of the Agency, the federal agencies who invest their taxpayer dollars in GSA's building and acquisition services, and the public interest in good governance and justice.

Office of Inspections

Program Description

The Office of Inspections is responsible for independently and objectively analyzing and evaluating GSA's programs and operations through management and programmatic inspections that are intended to provide insight into issues of concern to GSA, Congress, and the American public. The office also formulates, directs, and coordinates quality assurance for the OIG.

Inspections are systematic and independent assessments of the design, implementation, and results of GSA's operations, programs, and policies. Inspections may include an assessment of efficiency, effectiveness, impact, and sustainability.

In 2020, the Office of Inspections issued report JE20-001, *GSA's Performance and Appraisal System for Senior Executives Remains Deficient*. The evaluation revealed that GSA management did not address key issues identified in our prior report, *GSA Practices for Executive Performance Recognition and Awards* (May 16, 2013), which found deficiencies in GSA's Senior Executive Service (SES) performance management system that violated legal and policy requirements and failed to protect the rights of SES members. Our 2020 report found that GSA did not take adequate corrective action to address the prior report findings. We found that the agency failed to provide meaningful summary ratings, failed to provide meaningful opportunities for a higher-level review, failed to provide timely performance plans, failed to publish Performance Review Board membership in the Federal Register, and violated legal requirements of SES award practices. We also identified additional legal and policy deficiencies relating to GSA's higher-level review practices.

Our work also contributed materially to strengthening the capability of the federal government to continue operations and support the physical reconstitution of federal executive departments and agencies. In September 2019, the Office of Inspections issued an agency management alert report, JE19-006, *GSA's Continuity Plan is Outdated and Insufficient*. Our 2019 report found that the GSA Office of Mission Assurance (OMA) did not have an updated and approved agency-wide Continuity Plan that included plans for the reconstitution of the agency and for supporting the physical reconstitution of the Executive Office of the President and federal executive departments and agencies, which is GSA's primary mission essential function during a catastrophic emergency. The agency agreed with our recommendations and updated their National Continuity Plan.

Following our alert report, the Office of Inspections also issued report JE20-002, *GSA Office of Mission Assurance 2018 Eagle Horizon Exercise Results did not Properly Reflect Agency's State of Readiness*. Our evaluation found that OMA personnel did not adequately plan the 2018 Exercise; used an insufficient, incomplete, and outdated GSA Continuity Plan to conduct the Exercise; and assigned some of the evaluators collateral

duties that limited their opportunity to observe GSA participants. Further, we found that OMA did not have a designated alternate location for the GSA National Capital Region to perform its critical responsibilities related to the continuity of operations.

We also found that OMA management collaborated to change the results of two 2018 Exercise assessments in order to reflect more favorable ratings than the agency's FEMA-trained exercise evaluators assigned. OMA management changed the results for all six exercise evaluation guide rating criteria assessed by the evaluators to reflect more favorable results, and misrepresented an OMA director as an exercise evaluator. OMA management also changed the results of the evaluators' After Action Report to reflect more favorable ratings for 33 of the 56 report criteria. The changes made by OMA management, to both the evaluation guide and the After Action Report, misrepresented the concurrence of the evaluators on the results of the exercise, and were not supported by the 2018 Exercise documentation.

In each case, the changes inaccurately represented GSA's ability to perform mission and primary functions in the event of a catastrophic event. As a result, the changed results failed to alert senior leadership of the need for corrective actions in order for the agency to achieve the state of readiness needed to fully execute its mission and primary functions. Finally, we found that GSA's 2018 Exercise draft corrective action plan was never completed and did not address the deficiencies identified during the exercise.

The impact of inaccurate reporting extends far beyond the agency, as GSA is one of four agencies assigned the primary function of supporting reconstitution of the Executive Branch, including the Executive Office of the President. GSA's specific primary function is to lead and coordinate federal government physical reconstitution efforts, including acquisition and provisioning of real property, commercial goods, information technology, and critical contract services.

Executive Direction and Business Support Offices

Program Descriptions

Office of the Inspector General: The Inspector General (IG), Deputy Inspector General, Associate Inspector General, and their support staff supervise, coordinate, and provide policy and programmatic direction for all activities within the OIG, including audit, investigation, and inspection activities; Congressional affairs; and media relations. The IG recommends policies for and coordinates activities to promote economy and efficiency in the administration of and the prevention and detection of fraud and abuse in the programs and operations of GSA.

Office of Counsel: This office provides legal advice and assistance to all OIG components nationwide, represents the interests of the OIG in connection with audits

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and investigations and in litigation arising out of or affecting OIG operations, and advises on statutes and regulations and assists with legislative concerns. Counsel represents the OIG in personnel matters before administrative tribunals and provides support to U.S. Attorneys' Offices and the DOJ in False Claims Act and other litigation. The Office of Counsel also is responsible for the OIG's ethics, Freedom of Information Act, and Federal Acquisition Regulation mandatory disclosure programs.

Office of Administration: This office consists of a multidisciplinary staff that provides budgetary, human resources, information technology, facilities, contracting, and other administrative support and services to all OIG offices. The Office of Administration is responsible for providing the technical, financial, and administrative infrastructure to the OIG.

FY 2022 Performance Plan

The OIG's strategic plan aligns with our statutory reporting requirements in the Semiannual Report to the Congress (SAR). We provide our annual performance in the SAR that is published shortly after the end of each fiscal year.

Strategic Goal No. 1: Protect taxpayer dollars by promoting the economy, efficiency, and effectiveness of GSA programs and operations.

Discussion

The OIG's audits, inspections, and investigations support GSA operations by identifying mismanagement and control weaknesses; assisting contracting officers in achieving the best prices for goods and services; identifying non-compliance with statutes, regulations, and contract terms; suggesting ways to mitigate management control weaknesses and other systemic problems; and recommending or seeking recoveries of funds owed to the government. Audits, inspections, and investigations are performed in response to indications of possible deficiencies and requests for assistance from GSA personnel and Congress. The OIG advises GSA management of identified opportunities to increase the economy, efficiency, and effectiveness of GSA's programs and operations.

Performance Goals:

- *Identify potential savings and efficiencies in GSA contracts and programs.*
- *Seek recoveries of monies owed the United States.*
- *Provide audit, inspection, investigation, and other reports and memoranda that enable agency management to make improvements in agency operations.*

Performance Measures:

- *Dollar value of civil, criminal, and administrative monetary accomplishments.*
- *Financial impact identified in audit reports and memoranda issued.*
- *Program impact identified in audit reports and memoranda.*
- *Program impact identified in inspection reports and memoranda.*

Strategic Goal No. 2: Prevent and detect fraud and abuse in GSA programs and operations.

Discussion

The OIG uses information from its audits, investigations, and inspections to suggest ways GSA can mitigate problems that could allow fraud and or abuse to occur. The OIG detects potential fraud and other criminal conduct, and refers potential fraud cases to the Department of Justice. The OIG will provide information to GSA relevant to administrative actions and potential debarments.

Performance Goals:

- *Investigate allegations indicating violations of statutes, regulations, and policies.*
- *Seek Department of Justice involvement in potential fraud cases.*
- *Refer contractors to GSA officials for suspension and debarment where their level of responsibility poses a risk to federal government customers.*
- *Provide agency management with information necessary to take personnel and other administrative actions.*

Performance Measures:

- *Number of criminal referrals, acceptances, and convictions.*
- *Number of civil referrals, acceptances, and resolutions.*

OIG Strategic Goal No. 3: Focus on high-risk and high-impact areas.

Discussion

The OIG will focus its audit, inspection, and investigation resources on issues with potentially significant impact on GSA programs and operations; assist GSA management in ensuring the integrity of high-dollar and high-priority programs and procurements; and recommend to GSA any necessary programmatic changes to ensure process efficiency and achievement of the agency's mission and goals. By focusing on high-risk areas, the OIG should achieve greater monetary savings for GSA.

Performance Goals:

- *Perform audits of GSA contracts, programs, and systems that present the most significant management challenges, high-risk areas, cybersecurity vulnerabilities, and opportunities for improvement.*

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- *Perform inspections of high priority and high visibility GSA programs and activities that present significant risks to GSA and its stakeholders.*
- *Devote investigative resources to potentially significant government losses and serious breaches of the integrity of agency programs and operations.*

Performance Measures:

- *Percent of audit resources focused on high-priority areas, including management challenges and support of False Claims qui tam and other civil prosecution cases.*
- *Percent of inspection resources focused on high-priority assignments that impact GSA or the Federal Government.*
- *Percent of investigative resources focused on fraud and other high-priority cases.*

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ACQUISITION SERVICES FUND

Fiscal Year 2022 Budget Estimate

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Program Financing

The Acquisition Services Fund (ASF) is a full-cost-recovery revolving fund financing a majority of the Federal Acquisition Service's (FAS) operations. FAS also includes organizations that are funded out of the Operating Expense appropriation, the Transportation Audits warrant, and the Federal Citizen Services Fund (FCSF). The ASF provides for the acquisition of information technology (IT) solutions, telecommunications, motor vehicles, supplies, and a wide range of goods and services for Federal agencies. This fund recovers costs through fees charged to Federal agencies for services rendered and commodities provided.

The ASF is authorized by section 321 of title 40, U.S. Code, which requires the Administrator to establish rates to be charged to agencies receiving services that: (1) recover costs; and (2) provide for the cost and capital requirements of the ASF. The ASF is authorized to retain earnings to cover these costs, such as replacing fleet vehicles, maintaining supply inventories adequate for customer needs, and funding anticipated operating needs specified by the Cost and Capital Plan.

Federal Acquisition Service

The mission of the Federal Acquisition Service (FAS) is to:

Provide an exceptional customer experience by delivering best value goods and services through an increasingly digital environment.

The FAS mission reflects a commitment to delivering service, innovation, and value through efficient operations, market expertise, and proactive partnerships with both customer agencies and private sector vendors. FAS accomplishes this mission by providing solutions to partner agencies through six business portfolios helping agencies buy smarter and achieve administrative cost savings throughout the Government.

In order to better carry out this mission, FAS works to improve tools and systems for agency buyers and suppliers by: (1) providing more access to data and information; (2) streamlining the ordering process; (3) improving acquisition solutions and contracts; and (4) creating centers of expertise on the products and services FAS provides. In addition, FAS is identifying ways to provide more shared services and platforms for agency partners.

FAS tailors its current offerings to help partner agencies improve transparency, increase competition, and reduce duplication to minimize administrative costs so the agencies can focus on mission-critical activities.

The ASF currently funds six business portfolios and one strategic initiative within FAS:

Assisted Acquisition Services (AAS) — assists agencies in making informed procurement decisions and serves as a center of acquisition excellence for the Federal community. AAS provides acquisition, technical, and project management services related to information technology and professional services at best value.

Office of General Supplies and Services Categories (GS&S) — provides partner agencies with general products such as furniture, office supplies, and hardware products. GS&S centralizes acquisitions on behalf of the Government to strategically procure goods and services at reduced costs while ensuring regulatory compliance for partner agency procurements. This portfolio also provides personal property disposal services to partner agencies, which are partially funded by the Operating Expenses appropriation.

Information Technology Category (ITC) — makes available IT and telecommunications products and services to Federal, State, and local agencies. ITC provides access to IT services, hardware, software, telecommunications, and IT security services.

Professional Services & Human Capital Categories (PSHC) — provides Federal agencies with professional and human capital services contract solutions, including payment solutions through the GSA SmartPay® program.

Technology Transformation Services (TTS) — partners with Government agencies to transform the way they build, buy, and share technology. TTS uses modern methodologies and technologies to help Federal agencies improve the public's digital experience with the Government. TTS helps agencies make their services more accessible, efficient, and effective with modern applications, platforms, processes, personnel, and software solutions.

Travel, Transportation, and Logistics Categories (TTL) — provides partner agencies with travel, transportation, and relocation services; motor vehicle acquisition; and motor vehicle fleet leasing services.

Integrated Award Environment (IAE) —IAE provides centralized technology to support a modernized Federal award environment. IAE provides a Government-wide service in collaboration with governance groups of interagency experts by providing technology solutions to manage the collection and display of standardized data that is critical to maintaining the integrity of Federal procurement and financial assistance awarding processes and navigating the Federal acquisition lifecycle.

FAS Priorities

FAS strives to modernize the Federal Government's procurement and technology practices in order to more effectively deliver mission outcomes, provide excellent service, and efficiently manage taxpayer dollars. FAS is investing in IT modernization, offering shared services to other Federal agencies, and serving as a leader in category management. These efforts result in substantial benefits to FAS, GSA, the Federal Government, and ultimately the taxpayer.

IT Modernization - FAS is enabling more efficient and effective mission-driven acquisition across the Government by modernizing its policies, processes, and technology. IT modernization efforts seek to simplify and streamline internal and external processes and provide a modern acquisition experience through innovative and user-friendly systems. FAS is committed to making interactions easier for Federal agency customers, improving suppliers' experience of doing business with the Government, and giving FAS employees the right tools to support service delivery and perform high-value activities.

In addition, FAS regularly reviews its inventory of IT infrastructure and continues to make significant investments to modernize its business and infrastructure systems. IT Modernization activities include: (1) modernizing and converging the legacy AAS business systems; (2) developing a new telecommunications ordering and inventory system; (3) implementing an order management system for the Global Supply program; (4) modernizing and converging the legacy Fleet business systems; and (5) developing an enterprise-wide contract writing system.

Shared Services - FAS has long been a leader in providing shared services for other Federal agencies. Examples of shared services include the E-Gov Travel service, which is used to book travel and lodging, as well as GSA SmartPay[®], which provides purchase, travel, fleet, and integrated payment solutions. Additionally, FAS manages the Fleet Leasing program, which provides agencies with end-to-end fleet management services, as well as the Integrated Award Environment (IAE), which enables Federal agencies to plan for, award, and manage taxpayer-funded awards using data collected and managed in IAE applications. In FY 2022, FAS, working in continued partnership with the Office of Personnel Management, will be supporting the Human Resources Quality Service Management Office's (HR QSMO) foundational work on human resources data standards as well as completing documentation of technical architecture work with current service providers.

Category Management - Category management seeks to leverage common contracts and best practices to drive savings and efficiencies in ten common spend categories. FAS is a leader in six of the ten common categories and also provides significant Government-wide support by investing in a category management program office. This program management office develops and implements the processes, guidance, data analytics, and training to support category management execution across the Government. Consistent with the focus on data-driven

decisions and in support of Government-wide initiatives, FAS is leading the way in developing shared data analytics capabilities to support repeatable and efficient processes for data management, commercial benchmarking, and vendor relationship management across all common spend categories.

FAS is also pursuing several initiatives such as improving the Federal Marketplace and consolidating Federal fleet management. FAS continues to work towards providing better value to the Government and taxpayers, as well as achieving savings allowing for investment in other administration priorities.

Federal Marketplace Strategy - FAS is working to improve the Federal Marketplace and optimizing the buying experience by enhancing FAS's acquisition vehicles, focusing on human-centered processes and systems to improve customer experience, and emphasizing workforce readiness. In Fiscal Year (FY) 2022, the Federal Marketplace effort will focus on improving the data underlying product and service search capabilities, using expanded vendor data to improve the experience of buying services, assessing the commercial e-commerce portal pilots, and expanding implementation of the FAS Contract Acquisition Lifecycle Management (CALM) initiative. All these efforts under the Federal Marketplace Strategy seek to improve the Federal procurement experience for the Federal agency customer, the supplier, and the acquisition workforce.

Multiple Award Schedule (MAS) Consolidation - FAS is modernizing Federal acquisition by using a phased approach to consolidate the agency's 24 Multiple Award Schedules into one single Schedule for products and services - making it easier and more efficient to do business with Federal, State, and local governments, as authorized.

In FY 2020, FAS completed the release of the single consolidated MAS solicitation and transitioned all current contractors to the new single MAS solicitation. The new and improved single MAS vehicle is organized in a more logical format with consistent and streamlined terms and conditions and a category structure similar to the Government-wide categories. The new Schedule streamlines the offer process, eliminates duplication, and employs standardized requirements across the program, such as project experiences and past performance. In FY 2021 and FY 2022 FAS will continue to consolidate contracts for contractors with multiple contracts.

Commercial Platforms - FAS is also focused on implementing commercial e-commerce platforms in partnership with commercial providers, as directed in Section 846 of the FY 2018 National Defense Authorization Act (NDAA). In FY 2021 and FY 2022, FAS will continue to manage the implementation of the program's proof of concept to assess the effectiveness of offering commercial e-marketplace platform(s) that can provide business-to-business capabilities and process orders for commercial off-the-shelf items using the Government

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purchase card. The goal of this initiative is to modernize the buying experience, and through access to spend data, better manage open-market, online spend -- which is an addressable market of approximately \$6 billion per year. In addition, the data collected will assist in efforts to mitigate supply chain risk and protect Federal customers against counterfeit and pirated goods.

Catalog Management - Currently, FAS manages a catalog of millions of goods and services. The catalog management reform effort seeks to deliver a superior catalog management capability that delivers on better catalog data and improves the buying and selling experience for customers, industry partners, and the workforce. This effort will involve a longer-term commitment to making processes and systems simpler, more modern, and more efficient. In FY 2021 and FY 2022, the Catalog Management project will establish the new Authoritative Catalog Repository (ACR) and will begin to retire legacy catalog management systems. FAS will also deploy a Verified Product Portal to improve MAS product data quality

FAS has developed a blueprint to transform the existing catalog management environment for customers, industry partners, and the acquisition workforce. Central to this Future-State Blueprint is a vision for a new Common Catalog that will serve as the single source of truth for FAS catalog data. Within this Common Catalog, FAS and supplier personnel will approve, store, enrich, and maintain catalogs to deliver higher quality catalog data to FAS technology platforms. This Future-State Blueprint also envisions improvements to existing FAS business processes and policies to ensure future-state catalog system readiness.

Contract Writing System - FAS is developing an integrated commercial solution, to support a CALM system and awarded a contract in FY 2020 to develop the pilot. The goal of the initiative is to provide a unified set of tools to make the acquisition process more simple, modern, and efficient with a contract writing system to be used across the FAS enterprise.

FAS plans to deliver the CALM solution in phases. Initial functionality includes contract authoring/clause logic, contract award, and contract administration. CALM will also be piloted in certain FAS business units for testing before being deployed more widely. At the conclusion, CALM will exist as an enterprise-wide, end-to-end acquisition management solution with the flexibility and agility to incorporate additional technologies, scope, and functionalities as needs evolve.

Federal Fleet Management - FAS is continuing its work toward the goal of consolidating Federal fleet management to support the cross-agency goal of centralizing shared services. FAS has commissioned and completed 11 studies of agencies' vehicle fleets and related equipment to determine the most cost-effective strategies for customer agencies. These studies all include a lease versus own analysis to determine if leasing from FAS is more cost-effective. The studies also include a review of each agency's fleet operation to identify other opportunities for savings and improvements in fleet management. Each study recommended the consolidation of agency-

owned vehicles into the FAS leased fleet to the greatest extent possible in order to reduce taxpayer costs and introduce more efficiencies into Federal fleet management. The FAS fleet team is continuing engagement with agencies to assist with consolidation activities where the cost-benefit analysis favors this effort and has made progress in consolidating vehicles.

Additionally, FAS is working closely with the Office of Management and Budget (OMB) and other key stakeholders in support of the Administration's goal of transitioning to a clean, zero emission fleet. FAS is leading the effort to procure zero emission and electric vehicles, as well as the associated charging infrastructure in order to reduce carbon emissions and transition from conventionally fueled vehicles. These efforts are part of a multi-year transformation of the Federal fleet, which will help tackle climate change as well as position the United States as the global leader in electric vehicles manufacturing. Further details on funding requested for the electric vehicles initiative can be found in the Electric Vehicles Fund section of GSA's FY 2022 Congressional Justification.

COVID-19 Pandemic

The COVID-19 pandemic had a mixed effect on the ASF in FY 2020, and the extent of its impact on FY 2021 and FY 2022 is uncertain. The largest impacts of the pandemic have been on the TTL portfolio as demand for travel and transportation services has declined dramatically during the pandemic. The GS&S and PSHC portfolios have been moderately impacted by the pandemic as these portfolios have experienced supply constraints and significant declines in Government charge card usage. The pandemic has had a mixed impact on the ITC portfolio as there has been a surge in pandemic related IT-related acquisitions, while other services in this portfolio, such as the USAccess HSPD-12 Managed Service Office, which entails in-person enrollment, were severely impacted. The effects of the pandemic on TTS are uncertain but have not led to increased demand. AAS has continued to experience year over year growth in demand, however, it is unclear how much of that growth has been impacted by the pandemic. FAS will continue to evolve in FY 2021 and FY 2022 in response to the COVID-19 pandemic.

Section 889 of the FY 2019 National Defense Authorization Act

FAS has made supply chain risk management an enterprise priority. The United States faces increasing supply chain risk in a global supply chain and with bad actors seeking to disrupt that supply chain. As a consequence, FAS is taking a proactive approach to prevent and mitigate risk to the supply chain by establishing processes, leveraging technology, and educating the workforce to mitigate this risk. In the context of supply chain risk activities, FAS is working diligently with customer agencies and suppliers to implement Section 889 of the FY 2019 National Defense Authorization Act (hereafter referred to as "Section 889").

Section 889 prohibitions on contracting with entities using certain covered telecommunications equipment and services as well as camera/video equipment are likely to adversely impact transactions through the ASF's various acquisition vehicles in FY 2021 and FY 2022. Delays in ordering and option extensions may occur as a result of the new Section 889 reporting and representation requirements. FAS expects to see the Section 889 impact in these portfolios: GS&S, ITC, PSHC, and TTL. Delays in new awards and options as a result of Section 889 requirements will also drive increased costs to conduct procurements for almost every FAS organization; however, it is unlikely that AAS and TTS operations will be substantially impacted by Section 889 in the near term. In FY 2021 and FY 2022, FAS will continue to adapt to the impacts of implementing Section 889 in order to safely and securely achieve its mission.

Summary of Budget Estimate

The FY 2022 budget estimate for the ASF provides a total of \$21.9 billion and 3,793 full-time equivalent (FTE) employees. This is an increase of \$603.5 million and an increase of 192 FTE from the FY 2021 Plan. The FY 2021 operating plan and FY 2022 budget reflect FAS's concerted effort to increase savings Government-wide by increasing the utilization of current offerings and achieving internal operational efficiencies.

The FY 2022 budget estimate includes an increase of \$603.5 million from the FY 2021 Plan:

- \$983.8 million in additional business volume through FAS Offerings.
- \$317.2 million for inflation on goods and services sold.
- \$29.9 million in FTE costs to support business priorities.
- \$15.5 million for the FY 2022 Pay Increase.
- \$10.6 million for increases in the WCF Bill.
- \$10.2 million for increased costs for Operation and Maintenance of equipment.
- \$3.2 million to support full management and operations of the Personal Property Utilization & Donation Reimbursable program, which is transferring to the ASF from GSA's Operating Expense account in FY 2022.
- -\$24.3 million decrease in Operational Contractual Services and Miscellaneous Spending.
- -\$28.6 million decrease in Reserve Investment Spending.

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- -\$30.6 million decrease in Costs of Goods Sold specific to IAE.
- -\$683.4 million in decreased Costs of Goods Sold due to the agencies' Telecom Transition from Networx to EIS.

Explanation of Changes

(Dollars in Thousands)

	FTE	Obligations
2021 Plan.....	3,602	\$ 21,338,296
2022 Plan.....	3,793	\$ 21,941,749
Net Change.....	192	\$ 603,453
	FTE	Obligations
Maintaining Current Levels:		
FY 2022 Pay Increase		\$ 15,521
Inflation on Goods and Services Sold		\$ 317,238
Subtotal, Maintaining Current Levels.....	-	\$ 332,759
Program Changes		
Increase in Business Volume through FAS Offerings		\$ 983,841
Increase in FTE to Support Business Priorities	183	\$ 29,870
Increase in WCF Bill		\$ 10,559
Increase in costs for Operation and Maintenance of equipment		\$ 10,201
Transfer of the Personal Property Utilization & Donation Reimbursable program to the ASF ¹	9	\$ 3,165
Decrease in Operational Contractual Services & Other Misc. Spending		\$ (24,264)
Decrease in Reserve Investment Spending		\$ (28,647)
Decrease in IAE Cost of Goods Sold		\$ (30,583)
Decrease in ITC Cost of Goods Sold due to Telecom Transition ²		\$ (683,449)
Subtotal, Program Changes.....	192	\$ 270,693
Net Change.....	192	\$ 603,453

1- In FY 2022 GSA will be transferring full management and operations of the Personal Property Utilization & Donation Reimbursable program to the ASF from GSA's Operating Expense account.

2 - The ITC Network Services Transition will result in a shift from GSA obligating Telecom funds on behalf of customer agencies to customers directly obligating funding against GSA contract vehicles.

U.S. General Services Administration
Acquisition Services Fund

Obligations by Object Classification

(Dollars in Thousands)

		2020 Actual	2021 Plan	2022 Plan
11.1	Full-time permanent.....	\$ 362,550	\$ 425,668	\$ 460,366
11.3	Other than permanent.....	\$ 27,243	\$ 215	\$ 238
11.5	Other personnel compensation.....	\$ 6,535	\$ 9,959	\$ 10,727
11.9	Total personnel compensation.....	\$ 396,328	\$ 435,842	\$ 471,331
12.1	Civilian personnel benefits.....	\$ 132,390	\$ 138,998	\$ 150,124
13.0	Benefits for Former Personnel.....	\$ -	\$ -	\$ -
21.0	Travel and transportation of persons.....	\$ 3,471	\$ 10,265	\$ 10,186
22.0	Transportation of things.....	\$ 13,642	\$ 8,028	\$ 8,157
23.1	Rental payments to GSA.....	\$ 21,974	\$ 27,774	\$ 28,652
23.3	Communications, utilities, and miscellaneous charges.....	\$ 1,519,449	\$ 1,305,076	\$ 639,610
24.0	Printing and reproduction.....	\$ 1,667	\$ 2,052	\$ 2,060
25.1	Advisory and Assistant Service.....	\$ 13,668,692	\$ 14,604,454	\$ 15,801,322
25.2	Other good and services from non-Federal sources.....	\$ 40,119	\$ 5,163	\$ 5,629
25.3	Other purchases of goods and services from Federal sources.....	\$ 315,985	\$ 278,007	\$ 287,388
25.7	Operations and maintenance of equipment.....	\$ 184,581	\$ 104,616	\$ 114,817
26.0	Supplies and materials.....	\$ 1,386,811	\$ 1,322,822	\$ 1,388,361
31.0	Equipment.....	\$ 2,820,383	\$ 3,095,048	\$ 3,034,044
32.0	Land and structures.....	\$ 2,489	\$ 83	\$ -
42.0	Insurance claims and indemnities.....	\$ 7,804	\$ 62	\$ 62
43.0	Interest and Dividends.....	\$ -	\$ 6	\$ 6
	Total new obligations.....	\$ 20,515,785	\$ 21,338,296	\$ 21,941,749
	Subtotal, PC&B.....	\$ 528,718	\$ 574,840	\$ 621,455
	Subtotal, Non-labor.....	\$ 19,987,067	\$ 20,763,456	\$ 21,320,293
	Civilian full-time equivalent employment.....	3,342	3,602	3,793
	Net Outlays.....	(134,013)	1,320,000	(247,000)

Summary of Results of Operations

The ASF's authorizing legislation requires the Administrator to establish rates to be charged to agencies receiving services that: (1) recover costs; and (2) provide for the cost and capital requirements of the ASF. After making provision for operating needs, any uncommitted balances at the end of the year are returned to the Treasury. In order to fulfill this requirement, GSA projects estimated income and expenses as part of the budget process. Below are highlights of this process as they relate to growth in revenue and utilization of reserves.

In FY 2021 and FY 2022, total ASF revenue is projected to be \$18.4 billion and \$19.0 billion respectively. This revenue is generated across FAS's six business portfolios and initiatives. Revenue is projected to increase from FY 2021 to FY 2022 for all portfolios, except for ITC, due to increased utilization of current offerings as well as several new offerings. Below is the portfolio-by-portfolio summary that totals the ASF's \$611.4 million increase in anticipated revenue from FY 2021 to FY 2022:

- \$1,214.4 million increase in AAS due to continued growth in customer orders.
- -\$711.5 million decrease in ITC as agencies transition from ITC's Networkx contract to the lower rates on the Enterprise Infrastructure Solutions (EIS) contract.
- \$50.3 million increase in TTL due to the anticipated recovery from the negative impacts of the COVID-19 pandemic.
- \$38.7 million increase in GS&S associated with the expansion of store operations, as well as the transfer of the Utilization & Donation Reimbursable program to the ASF.
- \$17.6 million increase in TTS associated with initiatives such as Login.gov.
- \$7.2 million increase in PSHC due to the anticipated recovery from the COVID-19 pandemic in the Charge Card Management Program, as well as the continued implementation of the One Acquisition Solution for Integrated Services (OASIS).
- -\$5.3 million decrease in HR QSMO PMO due to a change in the strategic direction of the program.

In FY 2021 and FY 2022, reserve expenses include funding the modernization of business systems and offerings, enhancements to the Integrated Award Environment (IAE), contract transition for the Network Services Program, and support of initiatives such as improving the Federal Marketplace, Schedules consolidation, and piloting commercial platforms.

In FY 2018, FAS began using an operating efficiency metric to monitor how it converts resources into business offerings that recover costs. This metric is calculated by dividing FAS's direct operating expenses by the total gross margin earned (the fees collected) by FAS's various business lines (in this methodology, a lower percentage indicates greater efficiency). FAS's direct operating expenses are defined as the costs over which FAS has direct control, i.e., those costs not related to customer orders or controlled by a part of GSA other than FAS. Examples of costs excluded from FAS's direct operating expenses include maintenance costs of vehicles leased to customers and payments to GSA's Working Capital Fund.

FAS achieved a result of 31.1 percent in FY 2020 compared to the target of 32.5 percent. For FY 2021 and FY 2022, FAS is targeting 35.4 percent and 35.1 percent respectively. Individual portfolios within FAS provide services on profit and loss statements and have different fixed and variable direct cost models, therefore they have different operational efficiency ratios. Management evaluates efficiency at portfolio levels to ensure FAS' ability to serve changing levels of Government demand at optimal levels of efficiency.

U.S. General Services Administration
Acquisition Services Fund

Results of Operations by Program
(Dollars in Thousands)

Income and Expense Statement	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
1. Assisted Acquisition Services (AAS)			
Revenue	\$ 11,479,554	\$ 11,880,816	\$ 13,095,240
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 11,157,704	\$ 11,544,288	\$ 12,729,914
Gross Margin	\$ 321,850	\$ 336,528	\$ 365,326
<i>Cost of Operations</i>			
Program Expenses	\$ 159,251	\$ 193,359	\$ 207,257
Corporate Overhead	\$ 55,221	\$ 63,677	\$ 68,493
Other Cost of Operations	\$ 3,205	\$ 2,141	\$ 2,176
Total Cost of Operations	\$ 217,677	\$ 259,177	\$ 277,926
Net Operating Results	\$ 104,173	\$ 77,351	\$ 87,400
Reserve Expenses	\$ 17,036	\$ 10,629	\$ 14,109
Net Financial Impact	\$ 87,137	\$ 66,722	\$ 73,291
2. General Supplies and Services (GSS)			
Revenue	\$ 1,381,486	\$ 1,473,950	\$ 1,512,639
Acquisition Training Fund	\$ (2,585)	\$ (2,731)	\$ (2,788)
Cost of Goods Sold	\$ 1,151,130	\$ 1,214,098	\$ 1,247,094
Gross Margin	\$ 227,771	\$ 257,121	\$ 262,757
<i>Cost of Operations</i>			
Program Expenses	\$ 155,279	\$ 180,026	\$ 192,113
Corporate Overhead	\$ 50,608	\$ 50,433	\$ 52,003
Other Cost of Operations	\$ 4,837	\$ 980	\$ 1,009
Total Cost of Operations	\$ 210,724	\$ 231,439	\$ 245,125
Net Operating Results	\$ 17,047	\$ 25,682	\$ 17,632
Reserve Expenses	\$ 7,091	\$ 11,493	\$ 15,384
Net Financial Impact	\$ 9,956	\$ 14,189	\$ 2,248
3. Information Technology Category (ITC)			
Revenue	\$ 1,845,898	\$ 1,563,704	\$ 852,157
Acquisition Training Fund	\$ (8,699)	\$ (7,966)	\$ (8,129)
Cost of Goods Sold	\$ 1,476,977	\$ 1,221,554	\$ 539,328
Gross Margin	\$ 360,222	\$ 334,184	\$ 304,700
<i>Cost of Operations</i>			
Program Expenses	\$ 210,354	\$ 227,031	\$ 227,838
Corporate Overhead	\$ 61,890	\$ 62,785	\$ 63,329
Other Cost of Operations	\$ 4,588	\$ 1,556	\$ 1,602
Total Cost of Operations	\$ 276,832	\$ 291,372	\$ 292,769
Net Operating Results	\$ 83,390	\$ 42,812	\$ 11,931
Reserve Expenses	\$ 15,455	\$ 15,659	\$ 18,841
Net Financial Impact	\$ 67,935	\$ 27,153	\$ (6,910)

U.S. General Services Administration
Acquisition Services Fund

Income and Expense Statement	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
4. Professional Services & Human Capital (PSHC)			
Revenue	\$ 110,744	\$ 106,752	\$ 113,993
Acquisition Training Fund	\$ (5,577)	\$ (5,338)	\$ (5,700)
Cost of Goods Sold	\$ -	\$ -	\$ -
Gross Margin	\$ 105,167	\$ 101,414	\$ 108,293
<i>Cost of Operations</i>			
Program Expenses	\$ 63,842	\$ 75,628	\$ 77,387
Corporate Overhead	\$ 21,542	\$ 22,304	\$ 22,540
Other Cost of Operations	\$ 986	\$ 405	\$ 418
Total Cost of Operations	\$ 86,370	\$ 98,337	\$ 100,345
Net Operating Results	\$ 18,798	\$ 3,077	\$ 7,948
Reserve Expenses	\$ (589)	\$ 1,031	\$ 2,548
Net Financial Impact	\$ 19,387	\$ 2,046	\$ 5,400
5. Travel, Transportation, and Logistics (TTL)¹			
Revenue	\$ 2,768,850	\$ 3,156,585	\$ 3,206,893
Acquisition Training Fund	\$ (1,008)	\$ (824)	\$ (1,083)
Cost of Goods Sold	\$ 1,452,265	\$ 1,800,763	\$ 1,772,641
Gross Margin	\$ 1,315,577	\$ 1,354,998	\$ 1,433,169
<i>Cost of Operations</i>			
Program Expenses	\$ 448,477	\$ 473,416	\$ 515,276
Corporate Overhead	\$ 51,119	\$ 54,271	\$ 55,822
Other Cost of Operations	\$ 601,081	\$ 623,004	\$ 644,429
Replacement Cost Pricing ²	\$ 176,472	\$ 185,049	\$ 185,900
Total Cost of Operations	\$ 1,277,149	\$ 1,335,740	\$ 1,401,427
Net Operating Results	\$ 38,428	\$ 19,258	\$ 31,742
Reserve Expenses	\$ 1,777	\$ 19,116	\$ 24,562
Net Financial Impact	\$ 36,651	\$ 142	\$ 7,180
6. Integrated Award Environment (IAE)			
Revenue	\$ 68,112	\$ 68,100	\$ 68,100
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 89,236	\$ 96,941	\$ 73,708
Gross Margin	\$ (21,124)	\$ (28,841)	\$ (5,608)
<i>Cost of Operations</i>			
Program Expenses	\$ 9,839	\$ 9,803	\$ 10,342
Corporate Overhead	\$ 6,830	\$ 6,761	\$ 6,994
Other Cost of Operations	\$ 10,323	\$ 5,750	\$ 5,922
Total Cost of Operations	\$ 26,992	\$ 22,314	\$ 23,258
Net Operating Results	\$ (48,116)	\$ (51,155)	\$ (28,866)
Reserve Expenses	\$ 26,449	\$ 50,483	\$ 45,436
Net Financial Impact	\$ (74,565)	\$ (101,638)	\$ (74,302)

U.S. General Services Administration
Acquisition Services Fund

Income and Expense Statement	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
7. Common Acquisition Platform (CAP)³			
Revenue	\$ 109	\$ -	\$ -
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ (62)	\$ -	\$ -
Gross Margin	\$ 171	\$ -	\$ -
<i>Cost of Operations</i>			
Program Expenses	\$ -	\$ -	\$ -
Corporate Overhead	\$ -	\$ -	\$ -
Other Cost of Operations	\$ -	\$ -	\$ -
Total Cost of Operations	\$ -	\$ -	\$ -
Net Operating Results	\$ 171	\$ -	\$ -
Reserve Expenses	\$ -	\$ -	\$ -
Net Financial Impact	\$ 171	\$ -	\$ -
8. Technology Transformation Services (TTS)			
Revenue	\$ 76,048	\$ 110,504	\$ 128,079
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 28,582	\$ 42,851	\$ 57,330
Gross Margin	\$ 47,466	\$ 67,653	\$ 70,749
<i>Cost of Operations</i>			
Program Expenses	\$ 50,163	\$ 60,522	\$ 62,463
Corporate Overhead	\$ 11,376	\$ 12,941	\$ 13,998
Other Cost of Operations	\$ 811	\$ 300	\$ 308
Total Cost of Operations	\$ 62,350	\$ 73,763	\$ 76,769
Net Operating Results	\$ (14,884)	\$ (6,110)	\$ (6,020)
Reserve Expenses	\$ 3,255	\$ 2,406	\$ 4,111
Net Financial Impact	\$ (18,139)	\$ (8,516)	\$ (10,131)
9. HR Quality Service Management Office PMO (HR QSMO)			
Revenue ⁴	\$ -	\$ 5,250	\$ -
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ -	\$ -	\$ -
Gross Margin	\$ -	\$ 5,250	\$ -
<i>Cost of Operations</i>			
Program Expenses	\$ -	\$ 3,486	\$ 7,521
Corporate Overhead	\$ -	\$ 575	\$ 1,254
Other Cost of Operations	\$ -	\$ -	\$ -
Total Cost of Operations	\$ -	\$ 4,061	\$ 8,775
Net Operating Results	\$ -	\$ 1,189	\$ (8,775)
Reserve Expenses	\$ -	\$ 1,034	\$ 1,560
Net Financial Impact	\$ -	\$ 155	\$ (10,335)

*U.S. General Services Administration
Acquisition Services Fund*

Income and Expense Statement	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
10. Total Acquisition Services Fund (ASF)			
Revenue ⁵	\$ 17,730,801	\$ 18,365,661	\$ 18,977,101
Acquisition Training Fund	\$ (17,869)	\$ (16,859)	\$ (17,700)
Cost of Goods Sold	\$ 15,355,832	\$ 15,920,495	\$ 16,420,015
Gross Margin	\$ 2,357,100	\$ 2,428,307	\$ 2,539,386
<i>Cost of Operations</i>			
Program Expenses	\$ 1,097,205	\$ 1,223,271	\$ 1,300,197
Corporate Overhead	\$ 258,586	\$ 273,747	\$ 284,433
Other Cost of Operations	\$ 625,831	\$ 634,136	\$ 655,864
Replacement Cost Pricing ²	\$ 176,472	\$ 185,049	\$ 185,900
Total Cost of Operations	\$ 2,158,094	\$ 2,316,203	\$ 2,426,393
Net Operating Results	\$ 199,007	\$ 112,104	\$ 112,993
Reserve Expenses	\$ 70,474	\$ 111,851	\$ 126,551
Net Financial Impact	\$ 128,533	\$ 253	\$ (13,558)

1 - TTL Portfolio Revenue and Cost of Goods Sold include \$1,020.2 million, \$992.3 million, and \$1,026.8 million in intra-GSA sales of vehicles that GSA Fleet plans to purchase from GSA Automotive in FY 2020, FY 2021, and FY 2022, for its leasing program for Federal agencies.

2 - TTL and Total ASF operating expenses include Replacement Cost Pricing (RCP), which is a component of current year fees and is used to cover the cost of inflation on vehicles purchased by GSA Fleet as well as for funding vehicle consolidations.

3 - The former CAP Portfolio is no longer Revenue generating and does not have an Income and Expense Statement. It has been added to the Corporate Overhead expense line and is allocated to the other Programs. Amounts in FY 2020 are residual transactions from prior years.

4 - The FY 2021 Revenue for the HR QSMD includes funding from the Federal Citizen Services Fund.

5 - Total FY 2021 ASF Revenue is \$2,972.6 million less than the total obligation request of \$21,338.3 million for FY 2021. The total obligation request includes anticipated increases in flow-thru obligations that will not be recognized as Revenue until subsequent fiscal years.

FTE by Portfolio, Initiative, and Integrator Office

	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
Portfolios & Initiatives	2,778	2,953	3,102
Assisted Acquisition Services	550	609	660
General Supplies Services	474	485	519
Information Technology Category	603	615	639
Professional Services & Human Capital	219	236	237
Travel, Transportation, & Logistics	664	692	712
Integrated Award Environment	30	32	34
Technology Transformation Services	238	277	291
HR Quality Service Management Office PMO	-	8	10
Integrators	564	648	692
Office of the Commissioner	9	11	10
Regional Commissioners	92	107	108
Office of Enterprise Strategy Management	94	125	166
Office of Customer & Stakeholder Engagement	236	248	252
Office of Policy & Compliance	42	49	49
Common Acquisition Platform	30	34	32
Contracting	63	75	75
Total ASF FTE¹	3,342	3,602	3,793

1 - The sum of the individual office's FTE may not add up to the total ASF FTE levels due to rounding.

FAS Portfolio and Integrator Initiatives

Assisted Acquisition Services

The Assisted Acquisition Services (AAS) portfolio offers customized acquisition, project management, and financial management services for large and complex projects at best value to the Government. AAS's highly trained contracting, project, and financial management professionals provide direct assistance to partner agencies for the Government's complex IT, professional services, facilities maintenance, research and development, and cybersecurity challenges. This commitment to mission ensures agency requirements are met on time and within budget while reducing contracting risk. AAS provides best value in acquisition, so that partner agencies can focus on their mission-critical activities instead of overseeing acquisition and project management personnel.

The AAS portfolio includes twelve Client Support Centers (CSC), one in each region as well as Central Office. Based on their operating tempo and business capacity, each CSC is able to support clients in other geographic areas to meet the overall needs of the AAS portfolio and best serve customer agency mission requirements.

In FY 2020, AAS's business grew significantly over prior years, with obligations increasing by 21 percent from FY 2019 and Business Volume ending the year at \$11.5 billion. To ensure quality as AAS expands, the portfolio continued its Acquisition Quality Initiative focused on increasing knowledge sharing across the enterprise as well as providing greater enterprise-wide guidance, templates, and training to improve contract filing and create a more consistent experience for customers and industry.

In March of 2020, AAS was given authority by GSA's Senior Procurement Executive for the Small Business Innovation Research (SBIR) Phase III pilot program to become a permanent AAS offering that AAS can provide to customers. The SBIR program is a competitive program encouraging domestic small businesses to engage in Federal research and development (R&D) with the potential for commercialization. The SBIR program aims to stimulate technological innovation, partner with small businesses to meet Federal R&D needs, and increase private-sector commercialization of innovations derived from Federal R&D to increase competition, productivity, and economic growth.

AAS continues to find opportunities to stand up expanded operational support with customer agencies. For example, the AAS National Capital Region provides support to the U.S. Department of Housing and Urban Development's Government National Mortgage Association (Ginnie Mae). Since FY 2015, AAS and Ginnie Mae have executed 47 contracting actions with an estimated award value (if all options are exercised) in excess of \$1 billion. These partnerships serve as the foundation for future growth in FY 2021 and beyond.

In FY 2021 and FY 2022, AAS will continue to promote transparent, sustainable, and superior quality acquisitions across the Government. To meet significant year-over-year increases in customer demand, AAS is increasing agency-partner support through commensurately higher staffing levels in the CSCs and by expanding its best practice and information sharing programs. Additionally, AAS continues to use a business model that channels demand to acquisition and project management professionals who have the expertise and greatest capacity to meet agency requirements.

Office of General Supplies and Services Categories

The Office of General Supplies and Services Categories (GS&S) leverages the Government's buying power to procure non-IT products and services at reduced prices, with fast delivery times and in compliance with the Federal Acquisition Regulation. GS&S provides value to Federal agencies by establishing acquisition solutions that can be used Government-wide; thereby avoiding contract duplication and eliminating the need for agencies to develop their own contract vehicles for commercially available items and related services. GS&S also provides personal property disposal and offers sales services to partner agencies. GS&S delivers these services through the offices of: (1) Supply Chain Management, (2) Retail Operations, (3) Acquisition Management, and (4) Personal Property Management.

Office of Supply Chain Management (SCM) — provides Federal agencies access to competitively priced products as part of the National Supply System. The direct vendor delivery and assisted acquisition models enable the program to efficiently meet agency demands for competitively priced products, faster delivery, and lower administrative costs.

In FY 2020, part number ordering processing capability was expanded to the Defense Logistics Agency (DLA) e-commerce FedMall platform. This initiative is an important element in the SCM's value proposition and long-term growth, and also benefits military requisitioning customers and SCM vendors who value FedMall as an ordering platform. SCM also continued its expansion of the domestic direct vendor delivery model to overseas military customers operating in the Outside Continental United States combatant commands to improve service levels and shorten customer wait times.

Additional initiatives in FY 2021 include utilizing the Best-In-Class (BIC) designation to increase requisition support to civilian agencies, obtaining an enhanced presence for GSA National Stock Numbers (NSNs) in the DoD enterprise ordering platform called FedMall, adding more NSNs for high demand items, and continually improving order-fulfillment channels.

Supply Chain Management has and will continue to experience variation in customer demand and vendor performance until COVID-19 is controlled. However, it may be the case that COVID-

19 related demand variation will be consistent with normal annual variations given that the program's largest customer, DoD, routinely reacts to volatile unrelated global events. *Office of Retail Operations (RO)* — works with commercial partners to provide custom supply chain solutions for DoD and civilian agencies. This commercialization of the supply chain reduces costs while allowing customers to focus on core competencies by leveraging GSA's acquisition expertise. RO operates retail stores, tool rooms, issue points, and an online portal to provide customers with commercial industrial supplies and office supplies through a fast, convenient, and compliant purchasing method. RO currently operates and manages 35 locations around the world, and continues to expand growth in Fourth Party Logistics. In FY 2021 RO will begin implementation of eight new locations, and in FY 2022 will begin the re-compete of 12 existing locations.

In FY 2020, COVID-19 resulted in increased DoD Health Protection Levels, canceled training and exercises, travel restrictions, and reduced operations and maintenance work. These developments combined to negatively impact the overall sales volume for RO. Many planned customer projects were postponed, or the funding associated with projects were repurposed for COVID-19 requirements. The program is optimistic for FY 2021 based on recent positive signs in the fourth quarter of FY 2020, however, the outlook is still uncertain at this point given the uncertainty of the pandemic.

Office of Acquisition Management (AM) — provides Federal agencies with direct access to vendor goods and services through MAS contracts, assisted acquisitions for furniture through the Integrated Workplace Acquisition Center (IWAC), and emergency preparedness and response recovery contracting through the Internal and Emergency Acquisition Center (IEAC).

The supply-related MAS vehicles ensure access to an easy-to-use sourcing solution across Federal agencies, saving contracting officers and the vendor community time and money while facilitating billions in Federal purchases each year. AM's management of the underlying contracts for the supply-related Requisition program facilitates easy ordering and direct delivery through Government-to-Government transfers of NSN and commercial part number items via GSA Global Supply™.

The IWAC will continue to partner with the Public Building Service to provide furniture to Federal agencies through GSA's Total Workplace solution. GSA's Total Workplace solution provides resources and expertise to encourage Federal agencies to reduce their office space, foster collaboration, better manage IT spending, and increase efficiency.

Under the National Response Framework, IEAC supports the Federal Emergency Management Agency (FEMA). IEAC establishes contingency acquisition solutions to assist FEMA in procuring the commodities and services needed to support their mission utilizing MAS contracts and open market procurements. During the 2017 hurricane season, GSA bought over 1.5 million

meals to feed disaster victims in Florida, Puerto Rico, and the Virgin Islands, and \$11.8 million of tent supply materials to support the recovery effort. Additionally, during the COVID-19 emergency response, the acquisition team procured nearly 120,000 canisters of disinfectant wipes.

Office of Personal Property Management (PPM) — provides sales services to Federal agencies through the Property Sales Program. Personal Property Sales staff work with agencies to conduct sales of surplus, seized and forfeited or non-excess personal property with a continuing need under the Exchange/Sale authority. The majority of the sales proceeds are reimbursed to the partner agency. PPM returned \$143 million to partner agencies in FY 2019, and returned \$145 million in FY 2020.

In FY 2020, the Personal Property Sales program supported the COVID-19 pandemic by partnering with other Federal agencies to identify property that could be used for response efforts. COVID-19 response support included several success stories. For example, PPM conducted fixed price sales of FEMA travel trailers to the states of Florida and California and screened medical supplies prior to offering on public auction to redirect these supplies to Federal agencies supporting COVID-19 efforts. Due to the closure of Federal facilities and curtailed operations during the pandemic, the amount of property reported by agencies for sale has declined; however, it is expected that program volumes will rebound once agency operations are restored.

In FY 2021 and FY 2022, the PPM program will focus on new Exchange/Sale opportunities to grow business. New business opportunities include an increase in the sales of Army Blackhawks for the U.S. Army's helicopter pilot training program and an updated interagency agreement with the U.S. Army's Tank and Automotive Command for the sales of heavy equipment and watercraft. Sales of surplus and seized property are expected to remain relatively steady.

The Sales Program is aggressively working to modernize its business systems to better serve customers, improve the reuse of Federal assets, and reform outdated business processes. The current sales systems are long obsolete at over 20 years old, costly to maintain, and impede efficient Federal personal property disposal. A Systems Modernization contract was awarded in April 2020 with new system development/deployment expected in late 2021. This system modernization project will merge multiple legacy systems covering all aspects of the disposal process into one system, providing integral interfaces for GSA users and customer agencies.

As noted in the "Summary of Budget Estimate" section, the Personal Property Utilization & Donation Reimbursable program will be transferring to the ASF from the Operating Expense Appropriation in FY 2022. This program provides reimbursable services to agencies for activities necessary to make excess Federal personal property ready for transfer and reutilization.

Program functions include scheduling intake of Federal excess property, physically receiving and cataloging property, securing and storing property, facilitating the onsite screening of property, processing transfers and donation of property, releasing property to recipients, updating accountability records, and IT functions associated with the AAMS module. Federal agencies utilize the services offered at the warehouse due to lack of space, security, and other mission requirements.

- Agency Asset Management System: offers this shared, fee-for-service module within GSAXcess®, which allows Federal agencies to internally screen their excess personal property and avoid redundant, manual data entry.
- Springfield Personal Property Center: provides excess personal property disposal services to Federal agencies in the Washington, D.C., area for a nominal fee. Functions include scheduling intake of excess property, physically receiving and cataloging property, securing and storing property, facilitating the onsite screening of property, processing transfers and donation of property, releasing property to recipients, and updating accountability records.

Information Technology Category

The Information Technology Category (ITC) is improving the customer agency experience by providing access to quality services through multiple acquisition vehicles. These vehicles provide access to small businesses and high quality, innovative suppliers. These contracts will shape and lead future IT category management efforts and facilitate Government-wide IT modernization.

ITC's goals are to be a catalyst for customer mission success and shape Government-wide IT acquisition. In order to achieve these goals and deliver the best value to stakeholders, ITC organizes activities around the major IT subcategories of Telecommunications, IT Hardware, IT Software, IT Services, and IT Security.

In FY 2020, COVID-19-related developments drove a substantial surge in demand for hardware, network infrastructure, call-center support, and IT healthcare offerings. This activity has resulted in short-term positive impacts on the portfolio that are not expected to continue after the pandemic. However, other ITC services have been negatively impacted. For example, the HSPD-12 program encountered significant declines in new enrollments and activations as agencies closed their offices.

Office of Telecommunications Services (OTS) - helps Federal agencies acquire network-enabled business and telecommunications services needed to accomplish their missions efficiently and at the best possible price. The subcategory consists of network infrastructure, satellite communications, wireless, mobility, network support, and cloud services.

Enterprise Infrastructure Solutions (EIS) is a comprehensive solution-based vehicle to address all aspects of Federal agency IT telecommunications and infrastructure requirements. With a ceiling of \$50 billion, EIS is the vehicle the Government will use to implement the modernization strategy outlined in the 2017 "Report to the President on IT Modernization".

Transitioning from the seven Networkx contracts and 85 Local Service Agreements to EIS affects more than \$2 billion in annual business volume and impacts 228 Federal agencies and other Government entities. Agencies rely on these expiring contracts for mission-critical services such as telecommunications, managed network services, and cybersecurity solutions. These services must be successfully transitioned before the contracts expire in May 2023 to avoid mission-impacting gaps in service.

Based on lessons learned from the previous transition to Networkx, OTS is offering agencies assistance for transition planning, acquisition development, service migration, inventory tracking, and management. GSA is promoting IT Modernization and is encouraging all agencies to use the EIS transition as an opportunity to transform and modernize their network services.

GSA has already extended existing contracts through May of 2023, providing agencies with additional time to execute their transition to EIS. GSA is actively addressing the challenges associated with agencies meeting transition deadlines and has published a plan to limit the use of extended contracts for agencies that have not issued task orders or made other progress toward transition. Implementation of Section 889 could impact FY 2021 and FY 2022 operations by resulting in delays for agencies that have not yet transitioned to EIS.

The OTS portfolio also includes Complex Commercial SATCOM Solutions (CS3) and the MAS Special Item Number (SIN) for Mobility and Wireless. CS3 allows Federal agencies to build large, complex, and custom satellite solutions. The MAS Special Item Number for Wireless and Mobility centralizes and consolidates mobility solutions for increased convenience and rapid access to commercially available wireless solutions and industry partners.

IT Hardware — comprises purchase, lease, and maintenance options for communications, computing, electronics, and fiber-optic equipment, as well as hardware services.

GSA's Government-wide Strategic Solutions for Desktops and Laptops helps Federal agency buyers purchase desktops and laptops with standard configurations. The program increases the transparency of contract terms and conditions in the IT hardware space and provides a framework to manage hardware to spend more closely while achieving better pricing. The standard configurations as well as terms and conditions were developed through the interagency collaboration of the Workstations Category Team, a consortium of more than 20 Federal agencies established by OMB. As a result, GSA IT Hardware saw a 274 percent

increase in spending for standard configuration desktops and laptops in each of the past two fiscal years, saving customer agencies over \$42 million in FY 2019 alone.

Additionally, the Government-wide IT Hardware Community of Interest (the Community) provides a forum for coordinating cost-saving strategies across the Federal Government, sharing new ideas, technical direction, consolidated buying, and reducing duplication, strategic sourcing, and innovative technology opportunities. The Community focuses on IT Hardware Acquisition, Asset Management, Standardization, and Deployment and Integration; and this collaboration led to the development of new acquisition and management solution models such as Device-as-a-Service.

In 2020, the IT Hardware Category, in conjunction with IT Schedule 70, launched the Government-wide (to include State and local) 2nd Generation IT (2GIT) Products Blanket Purchase Agreements (BPAs). The 2GIT Program and its underlying BPAs operationalize improved standards for the customer buying experience, Supply Chain Risk Management (SCRM), data collection, and vendor support (modification processing) relative to IT hardware and software purchasing through BIC IT70 contracts. 2GIT will serve as a testbed for scalable, enhanced processes, and automation that can later be rolled out as needed to all of the IT Schedule 70.

IT Software — comprises Infrastructure Software, Enterprise Application Software, and Licensing and Maintenance. The Software category includes both traditional software products and their related licensing and maintenance services. Additionally, the category includes cloud products and services such as SaaS solutions, as well as Infrastructure-as-a-Service and Platform-as-a-Service.

The Software Category partners with DoD's Enterprise Software Initiative to develop BPAs for Federal agency software purchases to aggregate requirements, drive down prices, and establish more consistent licensing terms and conditions.

In FY 2020, the Software Category continued to provide guidance and outreach to both internal GSA staff and external customers in response to the addition of cloud-related IT Professional Services to the IT Schedule 70 Cloud SIN in FY 2019. The category also worked with Schedule 70 contract holders to ensure they were aware of the changes and to encourage migration of cloud-related professional services to the Cloud SIN.

In FY 2020, the IT Software Subcategory migrated the Cloud Information Center (CIC) from the Acquisition Gateway to the Federalist Cloud platform. The CIC is an interactive hub connecting Federal buyers with commercial cloud providers and delivering timely and strategic resources around fundamental cloud issues like security, technical capabilities, and implementation. Federalist allows the CIC to be more flexible, dynamic, and deliver a better customer

experience. ITC will continue to mature the CIC to include recent and relevant information related to cloud and promote its use as a tool to share best practices and expand usage of cloud within the Government.

In FY 2021 and FY 2022, ITC will continue to provide guidance and best practices regarding Software Asset Management through the CIC platform. This guidance will support agencies in their development of policies, procedures, and business processes to shift uncoordinated, decentralized software purchasing to centralized software management and/or transitioning to cloud environments. ITC will also provide additional assistance to agencies on an as-needed basis and as requested by agencies.

IT Services — invests in the development of the next generation of Government-wide Acquisition Contracts (GWACs). Agencies spend approximately \$16 billion annually through GSA's GWACs and MAS. The current GWACs ensure agencies continue to have access to solutions and premier providers of IT services and are designed to meet diverse agency IT services requirements. All GWAC vehicles continue to meet the rigorous category management performance criteria and have been designed Best In Class (BIC) vehicles by OMB.

Following the implementation of the GSA GWAC Scope Review Tool, IT Services has processed more than 500 scope capability review requests. This online tool allows acquisition professionals to securely submit statements of work and requirements for the GWAC Program Review, and confirm whether the requirements are within the scope of the applicable GWAC.

In terms of significant GWAC developments in FY 2020, ITC issued the solicitation for the 8(a) STARS III GWAC. This is the follow-on to 8(a) STARS II (STARS II), GSA's successful 8(a) small business set-aside GWAC providing flexible access to customized IT solutions from a large, diverse pool of 8(a) industry partners. The success of this program is demonstrated by increased customer demand resulting in the contract ceiling for customer obligations being raised three times from \$10 billion at the start of FY 2019 to \$22 billion in July of FY 2020.

In FY 2019, GSA refined Schedule 70 by adding new SINs for cybersecurity and automated contact center, and also added a new SIN for the Automated Contact Center Solutions (ACCS) following the expiration of the USA Contact contract. Given these additions, GSA is well-positioned to support agencies or their components in modernizing their contact centers. Consequently, business utilization of the ACCS SIN reached \$6.2 million by the end of FY 2020 and is estimated to increase to \$7.3 million in FY 2021 and \$8.6 million in FY 2022.

IT Security — provides products and services to protect information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction in order to provide confidentiality, integrity, and availability. These products and services meet key

requirements for many Federal, State, and local government customers; they protect privacy and health data and are vital for maintaining IT security.

The subcategory also participates in the development of the Supply Chain Risk Management program to increase the security of GSA-offered IT products and services. The program provides standard methodologies, procedures, tools, and templates for category managers to apply to ITC contracts, thereby enabling agencies to make better risk-based purchasing decisions.

Another high-impact program managed within the subcategory is the Highly Adaptive Cybersecurity Services (HACS) Program. The HACS program offers ongoing vendor technical evaluation, and customer outreach to assist agencies in complying with Government-wide requirements to assess, monitor, and manage High-Value Assets. In FY 2019, HACS were consolidated from four SINs into a single SIN, with five subcategories to include multiple new facets of services. This consolidation supports GSA's goal of simplifying the acquisition process through the reduction of SINs.

The IT Security group also manages the USAccess HSPD-12 Managed Service Office. This office provides a Federal Information Processing Standard Publication 201 compliant Personal Identity Verification (PIV) card issuance service to 104 Federal agencies, commissions, and boards credentialing more than 600,000 Federal employees and contractors. In FY 2020, the program's major revenue streams of PIV card enrollments, card issuance/printing, and card maintenance were all impacted by the COVID-19 pandemic. Site closures resulted in an approximately 40 percent decrease in enrollments and sponsorship, with enrollments dropping from 14,000 to 6,000 monthly and decreasing monthly revenue by half. For FY 2021, the program expects enrollments and revenue to increase as long as agencies begin to open their credentialing sites.

The Federal Public Key Infrastructure (FPKI) Management Authority is a shared service enabling identity management practices for secure physical and logical access, as well as information sharing across Federal agencies and between external business partners through the execution of digital certificate policies and standards. FPKI provides Government-wide benefits and helps Federal agencies comply with key cybersecurity mandates, directives, and policies.

Professional Services and Human Capital Categories

The Office of Professional Services and Human Capital Categories (PSHC) manages non-IT professional and human capital services contract programs and leads the Federal Government's professional services category management activities. The portfolio provides

strategic leadership, oversight, and management of FAS's professional services, human capital services, and charge card management programs and contracts.

PSHC serves as a value-added business partner to all Federal agencies in the planning and execution of professional and human capital services acquisitions by delivering best-in-class professional services and human capital services contracting solutions that meet agency needs, drive spend under management, decrease the creation of duplicative contracts, create savings, improve public policy, and meet socio-economic interests. PSHC is working to be the preferred provider and recognized leader in delivering professional services, human capital, and charge card management services to the Federal Government.

Professional Services - is the second-largest category of contract spend in the Federal Government. In FY 2020, \$87.9 billion in total contract spend was awarded, of which \$21.4 billion was awarded through PSHC Government-wide contracts on the professional service offerings of Multiple Award Schedule (MAS-PS) and OASIS. An additional \$28.7 billion was spent using GSA's GSA SmartPay® 3 contract for purchase, travel, and fleet cards; however, this spend is not part of the professional services addressable spend for the purposes of market sizing.

In FY 2020, the overall category continued to grow with a 7.8% increase in category spend as compared to FY 2019. The PSHC Government-wide contracts also saw growth as MAS-PS business volume increased by 11% and business volume on OASIS increased by 15%.

In FY 2021 and FY 2022, PSHC will support agencies in achieving their professional services category management goals through various efforts. Such efforts include: (1) strategic account engagement to support high-spend Federal agencies with spend analytics and strategies; (2) education and training via webinars, social media, and in-person events for both agency buyers and industry; (3) hosting professional services contract opportunities forecasting events for industry; (4) expansion of the professional services Supplier Relationship Management Program by providing feedback, training, and data; (5) implementation of the Civilian Services Acquisition Workshop (CSAW) program; (6) leading a cross-functional Services Marketplace Team to develop an improved FAS services contract; and (7) increasing refunds earned through the GSA SmartPay® 3 contract.

PSHC's professional services category management work focuses on improving SUM through the use of its MAS-PS, OASIS contracts, and GSA SmartPay. Each contract program provides agencies access to vetted and responsible companies.

MAS-PS provides Federal agencies with access to over 4,200 SUM Tier 2 contracts that allow agencies to acquire a full range of knowledge-based services (e.g., management, engineering, financial, integrated marketing, logistics, environmental, and language). As of the end of FY

2020, \$10.7 billion in professional services contracts have been awarded through MAS-PS, including 325 new contracts. Additionally, contract award timeliness averaged 86 days.

In FY 2021 and FY 2022, MAS-PS will focus on the continuation of the consolidation of its contracts as part of FAS's MAS consolidation initiative and will expand training to both agency buyers and industry in how to use and manage their MAS-PS contracts and task orders. Of note, PSHC is developing customer procurement guides/playbooks to enhance the customer experience and emphasize the streamlined process to place orders on MAS-PS. That work includes the development of professional services subcategory special industry interest groups to coordinate outreach and increase the knowledge of MAS-PS offerings. PSHC obtained BIC designation for the new Identity Protection Services (IPS) SIN to replace the previous BPA, which expired in August 2020.

OASIS provides access to nearly one thousand BIC contracts providing complex commercial and noncommercial program management, management consulting, logistics, engineering, scientific, social science, and financial services. Since FY 2014, OASIS has amassed over \$34.2 billion in contract obligations. In FY 2020, \$10.1 billion in contract obligations were made, with 40.3% of obligations and 56% of contracts awarded to small businesses. As part of the One Acquisition Solution for Integrated Services on-ramp effort, more than 900 new contractors have been added to the OASIS BIC program to support the Federal Government's goal of improving SUM through BIC contracts. This initiative supports increasing opportunity for professional services across the Federal Government by ensuring a flexible and experienced pool of professional services providers made up of large and small businesses to include the new OASIS 8(a) program.

In FY 2021 and FY 2022, PSHC will continue to focus on supporting Federal customers using the OASIS contracts and engaging in robust industry engagement with the existing and new industrial base. With the expiration of OASIS contracts' ordering periods in 2024, PSHC is also exploring the creation of a new, knowledge-based services contract, currently referred to as the New Services IDIQ Contract.

GSA SmartPay® is the world's largest Government charge card and related payment services program, supporting over 500 Federal agencies, organizations, and Native American governments. The program provides customer agencies with a portfolio of commercial purchase, travel, fleet, and integrated payment solutions with no upfront cost. BIC master contracts with multiple banks allow agencies and organizations across the Government to obtain innovative payment solutions to support their mission needs.

GSA SmartPay has generated more than \$4.8 billion in agency refunds since its inception in 1998. In FY 2020 the program encompassed more than 73 million transactions through 5.4

million accounts, totaling \$28.7 billion in spend and resulting in \$403 million in agency refunds from contractor banks.

In FY 2020 there was the successful Government-wide transition of millions of accounts and card management systems from GSA SmartPay® 2 to the new GSA SmartPay® 3 program. GSA SmartPay 3 is designed to provide agency card services and related payment support through FY 2031. Through quarter two of FY 2021, there have been 25 million transactions through 5.7 million accounts, totaling \$10.2 billion in spend and resulting in \$89.2 million in agency refunds from contractor banks.

The COVID-19 pandemic has had a large impact on Government operations, particularly with a dramatic decrease in official travel, which has contributed to a 17% reduction in the overall year to date FY 2021 program spend. This decrease in charge card usage has led to declining business volumes for the Office of Charge Card Management in FY 2021 that are projected to continue into FY 2022 and FY 2023. However, the business volume for the program in FY 2022 is projected to be 24 percent higher than the FY 2021 level as we see travel slowly increase and the impacts of the COVID-19 pandemic lessen on the purchase, travel, and fleet business lines.

In FY 2021 and FY 2022 GSA's Center for Charge Card Management will continue to work with agencies to assist them in optimizing the use of the GSA SmartPay program. Additionally, the program is applying optimization measures internally and capturing lessons learned in order to share with customer agencies.

Human Capital - supports the Federal Human Capital category led by the Office of Personnel Management (OPM), by offering a wide variety of human resources and administrative services to improve the quality of human capital outcomes through simplified buying processes. PSHC, through the Multiple Awards Schedule - Human Capital (MAS-HC) and Human Capital and Training Solutions (HCaTS), provides Federal buyers access to contractors with both simple and complex services that support the entire human-capital life cycle as described in the Federal Human Capital Business Reference Model (HCBRM).

MAS-HC manages more than 650 Tier 2 SUM contractors through GSA's MAS program. In FY 2020, agencies spent \$491.1 million through these contracts. In FY 2021 and FY 2022, MAS-HC will focus on consolidating its contracts as part of FAS's MAS consolidation initiative and will expand training for both agency buyers and industry on how to use and manage their MAS-HC contracts and task orders.

HCaTS is a BIC contract that provides complex human capital and training services through over 200 contracts jointly managed through a unique and collaborative partnership between OPM and FAS. In FY 2020, PSHC completed an on-ramping initiative to establish a HCaTS 8(a) contract program with approximately 40 contractors. This on-ramping initiative expanded the

benefits of the HCaTS program by allowing agencies to achieve their small disadvantaged business goals through this new contract program. In FY 2021 and FY 2022, PSHC will focus on supporting Federal buyers using the HCaTS contracts through the program's expanded industrial base. The program will actively add vendors as needed or put vendors with performance issues into dormant status to ensure the contract pools have adequate competition and vendors are highly engaged. Additionally, the program will continue its efforts to partner with industry and customers to provide training, seminars, and workshops.

Technology Transformation Services

Technology Transformation Services (TTS) aims to transform the way Government agencies build, buy, and share technology. TTS helps agencies make their services more accessible, efficient, and effective by building, providing, and buying technology applications, platforms, processes, personnel, and software solutions. TTS emphasizes transparency and user-centered design. In FY 2021 and FY 2022, TTS will continue to partner with agencies, industry, and the digital technology community to build the foundation for the Government's digital transformation through the offices and programs described below.

Office of 18F — partners with agencies to help deliver high-quality digital experiences for users. The 18F program assists agencies from discovery through award by modeling user-centered, iterative approaches to buying and building software. The program also provides acquisition consulting services through the TTS Office of Acquisition and provides assisted acquisitions to aid agency partners using a modular approach to buying IT software and services.

The 18F program underwent changes in FY 2020 to better position the organization for cost recoverability. 18F made changes to their business model by reducing non-billable hours for individual contributors and increasing billable hours for supervisors and directors. In addition, 18F is investing in business development which includes the creation of the Human Services Portfolio and the National Security and Intelligence Portfolio.

In FY 2020, 18F did experience some negative impacts of the pandemic as some potential customer projects were lost as customers focused on pandemic-specific activities. However, 18F was still able to partner with several agencies to improve the public's experience with the Government. For example, 18F worked with the Department of Justice's Civil Rights Division to launch a user-friendly online submission experience at civilrights.justice.gov to transform the way the Division collects, sorts, and responds to civil rights reports. 18F also helped the Centers for Medicare and Medicaid Services (CMCS) research, design, and pilot a system to steer their investments toward successful, cost-effective outcomes for states and beneficiaries. This effort resulted in a new electronic Advanced Planning Document (eAPD), which is designed to be

more effective but also more efficient by decreasing the burden on states and state officers compared to the existing document-based process.

In FY 2021 and FY 2022, 18F will continue to focus on making the organization run more efficiently by increasing billable staff utilization, creating new service offerings, and focusing on business development through new portfolios and domains. In addition, 18F will be working to grow its IT assisted acquisitions business to supplement its operations and bring the program to full cost recovery.

Presidential Innovation Fellows (PIF) Program — attracts top innovators from the private sector into the Government, to tackle issues at the convergence of technology, policy, and process.

PIF pairs these innovators (Fellows) with top Federal agency change-makers to address some of the Nation's most significant technology challenges. By embedding talented technology leaders into agencies, PIF empowers partner agencies to challenge existing paradigms, rethink problems, and pilot and scale novel, agile approaches.

In FY 2020, PIF had 42 fellows leading initiatives at 14 agencies. The PIF program improved on several key financial and performance metrics in FY 2020 and was fully cost recoverable for the third year in a row.

PIF also supported the Government's COVID-19 response efforts across the Government, working hand-in-hand with agency partners on important public services. Working with the U.S. Department of Veteran Affairs (VA), PIF developed the VA's coronavirus chatbot, a conversational technology that helps veterans and caregivers find important information, as well as VEText, a mobile messaging platform to share timely updates on COVID-19 to all 8.8 million of the nation's Veterans. Additionally, PIF developed the VA's first machine learning Application Programming Interface (API), which used AI to help reduce veteran wait times for disability claims. PIF also helped to maximize telehealth coverage with the launch of telehealth.hhs.gov, while also developing a screening app for agencies to use to determine if employees are safe to return to work.

In FY 2021 and FY 2022, the program plans to continue to grow and recruit the best private-sector innovation talent. In addition, PIF is striving to diversify its portfolio to build a stronger presence within agencies where Fellows are best suited to drive technology modernization. PIF plans to work closely with other TTS programs and the Administration to accelerate AI adoption across the Government. Lastly, PIF will continue to provide a positive customer experience by utilizing the feedback provided in customer experience surveys from agency partners.

Login.gov — is an authentication (IAL1) and identity verification (IAL 2) system available for use by Government partners. Login.gov simplifies secure access to online Federal services for the public while reducing costs for taxpayers and Federal agencies. The system was designed and developed as a partnership between TTS and U.S. Digital Service and leverages over a dozen private-sector tools and services. By the end of FY 2020, Login.gov served over 80 agency applications in production, with over 27 million registered users and continues to grow rapidly, with an average of over 2 million authentications per week. The program has successfully piloted IAL2 proofing with two agencies and has several agencies in the pipeline willing to pay for IAL2 services in FY 2021. In FY 2021 and FY 2022, Login.gov anticipates continuing to grow both IAL1 and IAL2 adoption, achieving at least a 90 percent renewal rate with agencies and nearly quadrupling the user base.

Cloud.gov and Federalist — are shared services designed to expedite cloud adoption Government-wide. Both products accelerate procurement, Authority-to-Operate (ATO), and security compliance processes, allowing teams to focus on delivering the highest value to their users.

Cloud.gov is a cloud-based platform-as-a-service, tailored for the needs of the Federal Government. Cloud.gov maintains a FedRAMP Joint Authorization Board Moderate-level authorization and provides a strong security and compliance foundation for new digital services. In FY 2020, Cloud operated in 14 Federal agencies and used over 50 production systems. Cloud.gov has a renewal rate of 95 percent and maintains a growing and dedicated user-base. In FY 2021 and FY 2022, Cloud.gov anticipates increased demand for cloud services and is well-positioned to expand to new offices and agencies.

Federalist is a modern publishing platform for Government websites. In a matter of minutes, a team can build a new website using the U.S. Web Design System. Federalist is built on Cloud.gov's infrastructure and carries a built-in ATO provided by GSA. With Federalist, teams can launch a new website to production in days, not months. In FY 2020, Federalist hosted over 250 production websites in nine agencies, serving over 65 million visitors per year. Federal law now requires all new sites to be accessible and mobile-friendly; thereby driving demand for Federalist and continued growth of the platform in FY 2021 and FY 2022.

Centers of Excellence (CoE) — focuses on enterprise-wide modernization by engaging agencies on the following functional areas: (1) Artificial Intelligence, (2) Cloud Adoption, (3) Contact Center, (4) Customer Experience, and (5) Data Analytics, and Infrastructure Optimization.

In FY 2020, the CoE completed its engagement at the Department of Agriculture (USDA) and also initiated Implementation Phase engagements with OPM, DoD's Joint Artificial Intelligence Center (JAIC), and the Department of Housing and Urban Development (HUD). These CoE

engagements further demonstrate the ability of IT modernization implementations to improve the public's interaction with the Federal Government. Significant accomplishments of these implementation engagements include: (1) completing the final integration of the 15 contact center consolidation into the one Ask USDA Contact Center; (2) launching HUD Implementation Phase Projects for Customer Experience and Cloud Adoption to improve HUD stakeholder's experience and overall interaction with HUD; (3) replacing the mainframe at OPM, a high-risk single point of failure, with a more reliable, secure, higher capacity computing model to enable higher capacity and higher reliability of OPM applications; and (4) establishing the JAIC's Joint Common Foundation (JCF) PMO capabilities while also demonstrating more efficient Artificial Intelligence development, deployment, and management capabilities such as the Project Salus and Humanitarian Assistance Disaster Response (HADR) projects.

In FY 2020, the CoE began additional engagements, including Discovery Phase efforts at the Department of Labor (DoL), Food and Drug Administration (FDA), National Institute of Health (NIH), Federal Law Enforcement Training Center (FLETC), and the Centers for Medicare/Medicaid Services (CMS). These engagements span multiple functional centers, including Artificial Intelligence, Data Analytics, and Infrastructure Optimization.

In FY 2021 and FY 2022, the CoE will continue its growth and technology modernization approach to improving Government and the public's experience. The CoEs anticipate expansion to 22 cumulative agencies and 38 cumulative functional centers engaged across these 22 agencies.

Travel, Transportation and Logistics Categories

The Travel, Transportation and Logistics Categories (TTL) portfolio provides agencies with a broad scope of innovative and cost-effective services covering travel, transportation and relocation services, motor vehicle acquisition, and fleet management services.

The COVID-19 pandemic has had a significant impact on TTL in FY 2020 and is projected to continue to impact the program in FY 2021 and FY 2022. The pandemic has resulted in substantial decreases in customer demand for every TTL offering as customers are not driving, buying new cars, traveling, transporting as many goods, or relocating. Additionally, supplier capacity has been constrained as the pandemic has impacted supply chains and closed production facilities.

Operations within this portfolio include two major business lines: (1) the Office of Fleet Management (GSA Fleet) and (2) the Office of Travel, Employee Relocation, and Transportation.

GSA Fleet delivers vehicle and vehicle-related equipment buying, leasing, and short-term rental shared service programs across the Federal Government and is composed of the Fleet Purchasing and Fleet Leasing business lines.

In FY 2021, GSA Fleet will continue to focus on its initiative to modernize its Fleet IT applications. GSA Fleet has completed an analysis of alternatives, drafted a performance work statement, and is in the process of acquiring Agile development support to build a consolidated and modernized IT system. The program issued a solicitation for the Fleet systems modernization effort in the summer of 2020. The systems modernization will bring efficiencies to the program by using IT to reduce duplication, automate manual tasks, collect and analyze data, and improve the user experience. This investment will improve the customer and supplier experience when using GSA Fleet systems to buy, lease, and rent vehicles and equipment.

Fleet Purchasing — is a mandatory source for DoD and Executive agencies purchasing non-tactical vehicles in the United States. The program provides services to reduce overhead costs across the Government associated with multiple motor vehicle acquisition programs. By aggregating demand and thus increasing the negotiating power of the Federal Government, the Fleet Purchasing program saves on the overall cost of vehicles, obtaining prices substantially lower than dealer invoice. Each year, the Federal Government procures approximately 50,000 vehicles through GSA Fleet's Purchasing program. The program also offers standardized equipment packages that are mission ready for agency customers, law enforcement, ambulatory/handicap/special needs, medium/heavy-duty trucks, and other first responder vehicles, such as firefighting, counterterrorism, diplomatic/executive security, and disaster/recovery vehicles. In addition to purchasing vehicles, GSA has also established a blanket purchase agreement for charging infrastructure and will pursue new contracting actions to update its charging infrastructure offerings to continue to support the Federal Government's electrification efforts.

Fleet Leasing — provides full-service leases for more than 220,000 non-tactical vehicles to Federal agencies each year. The program provides agencies with end-to-end fleet management services including: vehicle acquisition and disposal; maintenance control and accident management; fuel and loss prevention services; and a fleet management system to provide data and analytics on fleet operations. The National Maintenance Control Center and the National Accident Management Center support all leased vehicles by offering agencies preventive maintenance, repair, and accident management services at best value, helping to prevent the Government from incurring higher maintenance costs. Additionally, the program also provides a GSA Fleet Card with each vehicle for the purchase of fuel and minor maintenance, helping the program control costs, and monitor waste, fraud, and abuse.

Fleet Leasing is committed to improving fuel efficiency across the leased fleet; each year, GSA replaces eligible vehicles in the GSA-leased fleet with new, more fuel-efficient vehicles. By the end of FY 2019, the new vehicle additions to the fleet had an average mile per gallon rating of 15.75 percent higher than the vehicles they replaced.

In support of the Administration's goal of electrifying the Federal fleet, GSA is requesting \$300 million in funding in FY 2022 for the Electric Vehicles Fund. This funding will be transferred and merged with the funds of Federal agencies including the ASF for the procurement of zero emission and electric vehicles and the associated charging infrastructure. The GSA Fleet Leasing operating model provides agencies self-sustaining options for obtaining electric vehicles as they become available in the commercial marketplace, into perpetuity. GSA can leverage the stability of its program and this additional funding to significantly increase the number of electric vehicles in the GSA leased fleet through purchasing electric replacements.

Additionally, GSA Fleet continues to work with Federal agencies to consolidate agency-owned vehicles, replace costly commercial leasing arrangements, and improve the collection and management of data that are essential in effectively acquiring and managing fleet vehicles. In FY 2019, GSA Fleet successfully transitioned 1,805 agency-owned vehicles into GSA's leased fleet and ordered 5,049 additional vehicles for customers to support expanded mission requirements, replace commercial leases or replace agency-owned vehicles. In FY 2020, GSA Fleet consolidated 1,597 agency-owned vehicles into the leased fleet and purchased 2,632 additional vehicles for existing leasing customers.

GSA Fleet concluded the study of six agencies in FY 2019 and another five agencies in FY 2020. The studies reviewed agency data on vehicle acquisition and maintenance and determined that consolidation with GSA Fleet would be advantageous for the taxpayer. Some vehicle consolidations are underway based on study results with work expected to continue for several years.

In FY 2020, GSA Fleet began rolling out its telematics program, installing devices on early adopter leasing customers. Installations of telematics devices will continue into FY 2021, leading to improved data collection and better fleet management both by GSA and its customers.

GSA Fleet's business in FY 2020 was significantly impacted by shutdowns and stay-at-home orders as a result of the COVID-19 pandemic. GSA leased vehicles saw a 50 percent drop in miles traveled over the course of March and April, and closed out FY 2020 with leased Fleet miles 18 percent lower than FY 2019 levels. Automotive manufacturers stopped production on vehicles in the spring, causing delays in the normal acquisition cycle. The program saw 66 percent of the expected FY 2020 vehicle sales carry over into FY 2021 due to delays in the delivery of new vehicles.

The impact of COVID-19 on GSA Fleet Leasing in FY 2021 is uncertain as there are many economic factors related to the pandemic that have an impact on Fleet's operations and financial performance. The potential for a surge in COVID-19 cases, additional shutdowns, a new stimulus bill, and/or the release of a widely available vaccine will all impact how GSA Fleet performs financially in FY 2021. These factors are directly related to GSA Fleet vehicle miles traveled, fuel costs, quantity of total vehicle acquisitions, quantity of leased vehicles sold, proceeds on Fleet Leasing vehicle sales, and GSA's ability to consolidate agency-owned vehicles into the leased fleet.

Travel, Employee Relocation, and Transportation — manages three program and acquisition centers offering a variety of services related to the travel and relocation of Federal employees and the transportation of Federal property: the Travel Management Division, the Employee Relocation Resource Center Division, and the Transportation Management Division.

In FY 2021, the programs will focus on category management and continued Government-wide customer service and supplier relationship management strategies. Specifically the programs will improve data collection and analytics for better performance management and increasing category spend under management.

Travel Management Division — manages the E-Gov Travel Service (ETS), the City Pair Program (CPP), FedRooms^(TM) lodging, and the Travel Services Solution Schedule.

The Travel Management Division has seen significant declines in travel as a result of COVID-19. For FY 2020, travel utilization was only at about 55 percent of FY 2019 levels. In April, CPP tickets and ETS reservations dropped by 89% and 95% respectively compared to prior year utilization levels. The program anticipates travel will slowly rebound in FY 2021, but as agencies look to alternative solutions for travel (such as video conferencing and online training) the longer term impact is highly uncertain. Preliminary projections of utilization in FY 2021 is somewhere between 45 to 70 percent of FY 2019 levels.

ETS provides web-based, end-to-end travel management services that include: travel planning, authorization, online booking, travel agency support, and reimbursement to user agencies. Despite the impacts from COVID-19 in FY 2020, ETS had 58 agencies deployed on the second generation E-Gov Travel Service Solution (ETS2).

The City Pair Program leverages the Government's buying power and negotiates discounted airfares with commercial airlines for scheduled airline passenger transportation services. In FY 2020, partner agencies used the City Pair Program to purchase ~3.9 million flight segments, saving ~\$1.3 billion Government-wide when compared to similar commercial airfares.

The Travel Services Solution Schedule provides emergency management lodging and travel management center offerings; while the FedRooms® lodging program offers Federal employees nearly 6,800 properties globally, and in FY 2020, has saved about \$25 million Government-wide.

In FY 2021 and FY 2022, the Travel Management Division will look to strategically expand its business offerings in alignment with Category Management principles, specifically with regard to ETSNext (the anticipated successor program to ETS2 for modernized end-to-end travel management services), DoD travel management center services, ride-share, and long-term lodging. In addition, the Travel Management Division will consider mitigation options to address COVID-19 travel demand impacts by reviewing the revenue and expense model and looking for opportunities to maximize returns to the Government.

Employee Relocation Resource Center — The Employee Relocation Resource Center (ERRC) is a Government-wide center for employee relocation products and services, with high customer and supplier engagement and loyalty. The ERRC offers Federal agencies a streamlined procurement process with flexible programs, subject matter expertise, and program support for two primary offerings for executive agencies: employee relocation services and household goods shipping services. In FY 2020, the program secured more than 85 percent agency adoption with civilian agencies. In FY 2022, the ERRC will explore opportunities to ensure partner agencies procure relocation services effectively through a shared services managed solution.

The Transportation Management Division — provides two major services: (1) multimodal freight, and (2) transportation schedule services. Both services offer competitive rates, industry expertise, and management of transportation services for civilian customers Government-wide. In FY 2020, the Transportation Management Division partnered with the ERRC to collapse system requirements and deploy a modernized rate-procurement and shopping system at less cost to the Government. In FY 2021 and FY 2022, the program intends to leverage its Tier 2 Category Management designation to increase spend under management Government-wide.

The Office of Systems Management (OSM)

The Office of Systems Management (OSM) serves as the program and product management resource for FAS business systems internally; and externally, to manage and deliver the Integrated Award Environment (IAE) to the 24 CFO Act Agency Partners. OSM is composed of the Integrated Award Environment (IAE) strategic initiative and the Common Acquisition Platform (CAP) integrator office.

In FY 2019, OSM led the establishment of the FAS Systems Governance Committee (FSGC). The FSGC serves as a recommending body to the FAS Commissioner on investment decisions

involving enterprise-wide systems delivery and coordinates with FAS stakeholders to identify and catalog all operational and modernization spend on FAS acquisition systems. The FSGC is composed of representatives from the FAS Business Lines with representation from the Regional Offices and FAS Integrators, as well as advisory offices including GSA IT and OCFO. In FY 2021 and FY 2022, the FSGC will continue to strengthen its coordination with GSA IT to advance the FAS-wide system architecture, proposed business capabilities, and overall FAS investment strategy in alignment with the FAS Strategic Plan.

Integrated Award Environment (IAE) – IAE is an E-Government initiative that provides centralized technology and processes to support a modernized Federal award environment. IAE leverages technology to reduce burden on awardees and provide immediate and reliable access to data and information Federal officials need to plan for, award, and manage taxpayer dollars efficiently and effectively.

IAE continues to successfully move forward on the large-scale modernization effort to consolidate the 10 disparate IAE systems into a cohesive, modern infrastructure. This effort must support the applications necessary to collect, manage, and make available data and information critical to the integrity of the Federal awarding processes of taxpayer dollars. As of March 2021, four of the 10 IAE systems have been fully retired, along with a major component of a fifth system, leaving just over five remaining systems on the roadmap to retire.

In FY 2020, IAE launched Contract Opportunities as the new authoritative source for advertising proposed contract actions replacing FBO.gov. IAE also had the soft-launch of the new Contract Data Reports module, which will replace the legacy FPDS Reports module in beta.SAM.gov. Adding this new beta.SAM.gov functionality has led to an increased user base, with the site now having more than 200,000 users. In FY 2021, IAE successfully launched the new Contract Data Reports module in beta.SAM.gov and retired the FPDS Reports module.

IAE continues to make regular updates to the legacy systems to incorporate new policy requirements, address issues, and make minor enhancements using technology to reduce burden for those doing business with the Government. For example, IAE has added multi-factor authentication to increase security. IAE has also begun the transition to replace the existing Federal Service Desk (FSD) contract in order to provide enhanced training and help desk support to all IAE systems. Additionally, IAE developed, tested, and launched a new annual representation implementing part A of Section 889 to relieve the burden on contractors having to make offer-by-offer representations.

IAE also made progress in the effort to transition from the use of the proprietary DUNS Number to the new, Government-owned Unique Entity Identifier. IAE released the system interface specifications as well as the new system interfaces into the testing environment, allowing downstream systems and agencies to continue their development and begin testing. However,

this Government-wide effort to transition has been delayed with an agency transition deadline now in 2022.

IAE has also been instrumental in supporting the Government's response to the COVID-19 pandemic by working with OMB to issue extensions to SAM.gov registrations and eSRS to provide administrative relief for entities doing business with the Government. In addition, IAE has provided extensive support to the Pandemic Response Accountability Committee and Treasury OIG to support tracking of CARES Act funding.

Finally, IAE received registered trademark status for the modernized SAM.gov logo after a multi-year effort and in collaboration with the Office of Strategic Communication and the Office of General Counsel. Use of the trademarked logo will significantly help users identify SAM.gov as the authoritative source for award functions and deter other websites from imitating the SAM.gov brand.

In FY 2021 and FY 2022 IAE will continue procurement data modernization initiatives by continuing the migration of the remaining legacy system functionality to the new modernized environment. IAE will continue to use human centered design principles, partner with agency users, and communicate with stakeholders Government-wide to implement the new unique entity identifier with streamlined entity validation processes. IAE will also continue its multi-year efforts to bring systems into full compliance with the 21st Century Integrated Digital Experience Act (IDEA) and GSA Guidance for Digital Presence. These efforts include continuing to focus on customers, making systems available on mobile devices, and bringing systems into full compliance with Federal user interface standards.

The Common Acquisition Platform — serves as the program and product management resource for FAS, working with FAS business lines as well as all integrator functions to reengineer existing FAS business processes, enhance existing acquisition systems, and integrate new IT product systems and tools. CAP focuses on consolidating and modernizing FAS business systems supporting the acquisition workforce, customer agencies, and industry partners in the Federal acquisition process.

In FY 2020, CAP continued to lead operational teams with FAS business owners and GSA IT to design and plan for FAS's major initiatives driven by the Federal Marketplace Strategy. CAP continued to expand its product management to identify, prioritize, and implement improved customer experience, e.g., the GSA Advantage![®] technology refresh and implementation of MAS consolidation. Furthermore, CAP oversaw and delivered a comprehensive Business Architecture and Business Capability Modeling to promote a coordinated modernization effort across FAS. In FY 2021 and FY 2022 CAP will continue to enable IT modernization efforts in FAS by providing Agile development training and support for the business owners, as well as provide a unified tool for requirements and product management for the FAS enterprise.

FAS Integrators

The FAS integrator offices support the business portfolios by providing strategic, organizational, and policy guidance to the business units. Integrator offices also maintain FAS business processes and IT systems; provide contracting support; build strategic partner relationships; and support the FAS workforce.

Executive Direction — provides leadership and overall executive and program direction to ensure the mission and responsibilities of FAS are effectively carried out. Executive Direction is composed of the Office of the Commissioner and the Regional Commissioners' offices. Each of GSA's 11 regions contain a Regional Commissioner's Office that oversees regional FAS operations while ensuring that the acquisition needs of Federal agencies are met.

In FY 2021, the HR QSMO PMO transitioned to the ASF under Executive Direction and made significant progress in advancing the work needed to ensure that the HR QSMO is successful. In FY 2021, the HR QSMO continued its collaboration with OPM and Shared Services Providers to further development and adoption of human capital data standards. Key HR QSMO results include development of a marketplace maturity model based on data standards adoption and utilization, a draft payroll processing guide which illustrates how data standards could be applied to future payroll processing procedures, and development of technical "business use cases" to illustrate the intersection between payroll processing procedures, data standards and the flow of information throughout the transaction. The HR QSMO PMO has delivered multiple products including, but not limited to, 899 Government-wide data standards for payroll and time and attendance as well as various data standards visualization tools. In FY 2022, GSA's Working Capital Fund is requesting \$20 million for the HR QSMO to carry out architectural reviews and gap analyses; develop human resources data standards; and complete other related work. GSA's HR QSMO will be collaborating with OPM and other parties to complete this foundational work necessary for the current service providers to facilitate IT modernization.

Office of Customer and Stakeholder Engagement (CASE) — identifies and addresses customer needs utilizing the Voice of the Customer, Voice of the Supplier, data analytics, and customer feedback. CASE manages the FAS opportunity pipeline and uses the principles and practices for strategic account management to ensure FAS is coordinated with customers and industry partners. CASE engages with the vendor community and Federal, State and local agencies through communications, training, industry events, and the FAS corporate content on the GSA.gov channel.

In FY 2020 and beyond, CASE will continue to support improving service to suppliers and customers by coordinating with FAS portfolios. CASE has developed an opportunity pipeline review and analysis process to portfolios in understanding how to better anticipate agency requirements and improve FAS solutions. CASE is working with the portfolios to capture all

relevant customer relationship data in a single repository for use across FAS. Additionally, CASE will also continue to expand on GSA-sponsored training events, including the debut of the Federal Acquisition Service Training Conference (FAST) 2020. The in-person FAST 2020 event was transitioned to a virtual event in response to the pandemic and proved extremely well received. CASE is planning to hold another virtual FAST event in FY 2021.

Office of Enterprise Strategy Management (OESM) — manages FAS's strategic planning, helps FAS programs develop and execute business plans to meet their goals, provides support to the 10 Government-wide category managers while working with agencies on adoption of category management practices. OESM also leads high-impact FAS-wide efforts such as the Federal Marketplace initiative and the transition to an integrated digital experience. Further, OESM leads governance of FAS data assets to ensure data standardization, transparency, and privacy; all of which will support analytics and data-driven decision making to ensure the FAS workforce is prepared to help FAS meet its mission.

In FY 2021, OESM will more tightly integrate FAS's investment and executive performance planning processes, including organization-specific performance reporting. Tighter integration will result in further improvements in FAS's ability to execute business strategies and achieve business goals. OESM will also continue execution of the Federal Marketplace Strategy dedicated to making it easier to do business with FAS. FY 2022 Federal Marketplace improvements will focus on continued consolidation of the MAS program, improving the underlying data supporting product and service search capabilities offered through GSA contracts, assessing the proof of concept on commercial buying, and expanding implementation of the FAS-wide Contract Acquisition Lifecycle Management system. In addition, the FAS Digital Experience will continue iterating on online improvements to the customer buying process, and debut new tools to enhance the vendor sales process. OESM will refine the digital tools and services available to agency buyers, suppliers, and the FAS acquisition workforce. OESM will continue to grow and challenge the workforce by moving to higher levels of GSA's workforce planning maturity model, as well as build a strong pipeline of FAS leaders through entry-level and mid-career development programs.

Office of Policy and Compliance (OPC) — establishes the standards and framework for managing FAS's acquisition workforce through real world training, is dedicated to contract integrity, and facilitates a consistently positive agency partner experience in order to improve acquisition outcomes. OPC ensures operating practices are consistent across business lines and FAS activities are compliant with applicable laws, regulations, and policies. OPC maximizes the use of data tools and analytics to overcome data quality issues at scale while also reducing the burden of analysis placed on the acquisition workforce.

In response to the Secure Technology Act (December 21, 2018), OPC has led the development of the Supply Chain Risk Management (SCRM) strategy and implementation plan for FAS and

also supports the Federal Acquisition Security Council (FASC) through GSA's council member, the FAS Commissioner. To further advance FAS's SCRM maturity from reactive to resilient, OPC has developed innovative activities to support SCRM through the blending of data and process automation for the removal of prohibited products. OPC is a key drafter in the FASC interim final rule on removal and exclusions of covered articles and information sharing, and plays a key role in the ongoing transformation of the SCRM Review Board.

In FY 2021 OPC will be leading on several FAS SCRM-related initiatives. First, OPC will be piloting a third party risk management assessment tool to identify and assess third party risk. Second, OPC will continue working to develop FAS' SCRM expertise and mature FAS offerings as they relate to SCRM by building the FAS SCRM Champion program with representation from every FAS office. Third, OPC will continue to lead FAS implementation of Section 889 of the FY 2019 NDAA. In addition to these SCRM activities, OPC also serves as one of the executive leads for Commercial E-Commerce Platforms (Section 846 of the FY 2018 NDAA).

Contracting Division — supports the acquisition needs of client agencies doing business with the AAS and ITC portfolios. By providing pre- and post-award contracting support, the office maximizes competition, reduces lead time procurement costs, and ensures that customer objectives are being satisfied.

FAS IT Systems — provides development, operational, and management support to FAS business systems and applications. The ASF's FAS IT budget includes the contractual support and equipment funding for FAS' business systems. The GSA IT organization manages FAS' business systems in partnership with the Office of Systems Management (OSM) and FAS's portfolios to synthesize business system requirements around enterprise strategy and system architecture. FAS IT incorporates business knowledge and technological expertise to choose and implement the best solution available for FAS programs.

In FY 2020, FAS IT continued the transition to the new multiple award BPA for system development and operations (COMET). Since awarding the COMET BPA, three call orders were awarded for management of the existing FAS systems which included the migration of 98 systems in less than three months. Additionally, six call orders have been awarded that focus on major system modernization initiatives supporting several business lines within FAS. Two additional modernization call orders were issued in FY 2020, but not awarded until FY 2021. As other IT contracts within FAS reach their logical end, these contracts will be competed as call orders under COMET, which will result in a more cohesive acquisition and IT strategy for FAS systems. In FY 2021 and FY 2022 FAS IT will continue to partner with OSM and the FAS portfolios to plan, architect, develop, and deploy modernized systems which leverage the cloud, COTS, and open source to the greatest extent possible.

U.S. General Services Administration

WORKING CAPITAL FUND

Fiscal Year 2022 Budget Estimate

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Appropriations Language

For the Working Capital Fund of the General Services Administration, \$28,500,000, to remain available until expended, of which \$8,500,000 is available for necessary costs incurred by the Administrator to modernize rulemaking systems and to provide support services for Federal rulemaking agencies, and of which \$20,000,000 is available for work related to human resources information technology modernization, including costs associated with facilitating the development and finalization of human capital data standards: Provided, That such funds for human resources information technology modernization may be transferred and credited to other appropriations, including those of the Office of Personnel Management, in amounts necessary to cover or reimburse costs incurred for the purposes provided herein: Provided further, That amounts made available under this heading shall be in addition to any other amounts available for such purposes.

Working Capital Fund Overview

The FY 2022 funding level for the Working Capital Fund (WCF) is \$775 million including funding from all sources. The U.S. General Services Administration (GSA) continues to realize operational efficiencies, strengthen management controls, and improve performance by centralizing management and enterprise-wide functions and services within the WCF. This has allowed GSA to establish more consistent processes, uniform policies, and higher quality services while achieving economies of scale and stronger internal controls.

The FY 2022 WCF budget estimate for internal operations of \$690 million includes \$23 million to fund investments, new customer requirements, and a 2.7 percent pay increase. Reductions include efficiencies from the Office of the Chief Financial Officer (OCFO) and the Office of Human Resource Management (OHRM).

The FY 2022 budget request funds pivotal GSA systems in addition to immediate investments that will allow GSA to achieve long term benefits and potential cost efficiencies. The Budget provides funding for high-priority investments such as OHRM's Talent Management and Online University systems, and also funds a mandated Department of Homeland Security (DHS) Cybersecurity requirement to have round-the-clock (24 / 7 / 365) monitoring that will provide an immediate response capability to security issues outside of normal business hours.

The request also funds two Government-wide mandated enhancements of our Financial Management Line of Business (FMLoB) financial system to support Treasury's G-Invoicing initiative which has a deadline of October 2022, and the implementation to support accounting and reporting standards for leases as prescribed by the Statement of Federal Financial Accounting Standards 54 (SFFAS 54) for Leases.

These critical investments reinforce the customer-supplier relationship by aligning service delivery to demand, ultimately enabling WCF customers to execute their missions more effectively.

The FY 2022 Budget requests \$20 million in no-year appropriated funds for the HR QSMO which supports the Government's goal to modernize IT for human resources through the development of human resources data standards and analysis of current service providers. The FY 2022 Budget also requests \$8.5 million in no-year appropriated funds for an initial installment toward modernization of the rulemaking systems. The modernization of these systems will help achieve a more modern, secure, scalable, and flexible IT platform that will be able to support new functionalities. These efforts will also result in decreased long-term operations and maintenance costs.

GSA continues to evaluate functions that are most effectively delivered through the WCF. The WCF will continue to work closely with customers to identify efficiencies and meet their mission-support needs while providing higher-quality service and critical management controls.

Program Description

The WCF is a revolving fund that finances GSA's administrative services. Examples of these core support services include: IT management, budget and financial management, legal services, human resources, equal employment opportunity services, procurement and contracting oversight, emergency planning and response, and facilities management of GSA-occupied space. This account also funds liaison activities with the U.S. Small Business Administration (SBA) to ensure that small and disadvantaged businesses receive a fair share of the Agency's business. WCF offices also provide external administrative services such as human resource management for other Federal agencies, including small boards and commissions on a reimbursable basis. GSA's WCF operations are divided into four types of services: ***Internal Services, External Services, Major Equipment Acquisition & Development, and Direct Appropriations***

Internal Services: Enterprise-wide management functions and costs shared by all components of GSA, including some GSA rent, IT and telecommunications services, human resource services, procurement operations, facilities management for GSA-occupied space, legal services, and financial management services. These costs can be categorized by the following service areas: direct services to specific customers, common services to all customers, administrative/overhead functions, and third-party pass-through services such as transit subsidy benefits.

External Services: The WCF provides or coordinates the delivery of administrative services to other Federal organizations including small boards and commissions as well as larger agencies like OPM. GSA provides human resource services, IT and telecommunications services, and payroll support to these customers. GSA is reimbursed for the cost of providing these services through Interagency Agreements. The WCF also provides administrative support to home state or district offices for members of Congress. To accommodate a growing set of external services as GSA expands its shared service offerings, the Budget requests the flexibility to receive advance payments in the WCF, as discussed in the “Administrative Provisions” section of this Congressional Justification.

Major Equipment Acquisition & Development: Per 40 U.S.C. § 3173(d), the equipment acquisition and development activity may be utilized for agency-wide investments to implement the Chief Financial Officers Act of 1990 such as: acquisition of capital equipment, automated data processing systems, and financial management and management information systems. These funds, which are composed of expired balances transferred from prior-year GSA appropriations, may be used only with the advance approval from the Committees on Appropriations of both houses of Congress. To enable GSA to make the best use of these funds, the Budget requests the flexibility to use these funds on acquisition of services as well as equipment, as discussed in the “Administrative Provisions” sections of this Congressional Justification.

Direct Appropriations: The WCF will support costs necessary for the transition and transformation activities required to have all employees serviced by a Federal payroll SSP to a SaaS solution and to retire the legacy applications upon completion of the implementation as well as the modernization of critical rulemaking systems.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
Unobligated Balances:			
Carry forward	\$ 108,405	\$ 120,889	\$ 115,289
Recoveries from prior year balances	\$ 18,492	\$ 10,000	\$ 10,000
Transfers In (Lapsed Balances)	\$ 9,704	\$ -	\$ -
Transfers In (TMF)	\$ 6,089	\$ -	\$ -
Transfers Out (TMF)	\$ (2,008)	\$ -	\$ -
Direct Appropriations	\$ 1,500	\$ -	\$ 28,500
Revenue	\$ 693,375	\$ 719,291	\$ 736,752
Obligations:	\$ (714,668)	\$ (734,891)	\$ (775,250)
Major Equipment Acquisition and Development	[69,354]	[59,354]	[59,354]
Total, Unobligated Balances	\$ 120,889	\$ 115,289	\$ 115,290
Revenue:			
<u>Operating Programs:</u>			
Internal Services	\$ 666,878	\$ 671,578	\$ 690,019
External Services	\$ 26,497	\$ 47,713	\$ 46,733
Total, Revenue	\$ 693,375	\$ 719,291	\$ 736,752
Obligations:			
<u>Operating Programs:</u>			
Internal Services	\$ 681,382	\$ 680,126	\$ 690,017
External Services	\$ 26,497	\$ 47,713	\$ 46,733
Major Equipment Acquisition and Development	\$ -	\$ -	\$ 10,000
Technology Modernization Fund	\$ 5,948	\$ 6,394	\$ -
Direct Appropriations	\$ 842	\$ 658	\$ 28,500
Total, Obligations	\$ 714,668	\$ 734,891	\$ 775,250
Net Outlays	\$ (2,973)	\$ 42,000	\$ 18,000
Total Employment (FTE)	1,889	2,020	2,048

Notes:

GSA requests an appropriation of \$20 million to support the HR QSMO and \$8.5 million to modernize rulemaking systems in FY 2022. \$658K Direct Appropriation in FY 2021 is carryover CARES Act funding.

U.S. General Services Administration
Working Capital Fund

Explanation of Changes
(Dollars in Thousands)

	Internal		External		Major Equipment		Technology Modernization		Direct		Total	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
FY 2021 CJ	2,023	666,655	29	39,334	0	10,000	0	0	0	90,000	2,052	805,989
Revised FY 2021 Plan	1,993	680,126	27	47,713	0	0	0	6,394	0	0	2,020	734,891
Net Change	(30)	13,471	(2)	8,379	0	(10,000)	0	6,394	0	(90,000)	(32)	(71,098)
FY 2021 CJ	2,023	666,655	29	39,334	0	10,000	0	0	0	90,000	2,052	805,989
Transfers (In / Out)												
GSA IT - FTE Transfer from OGP Approp to support Rulemaking	3	567									3	567
OAS - Multi Functional Devices (MFD) Transfer		863									0	863
QSMO - Transfer of NewPay PMO to FAS	(10)	(5,500)									(10)	(5,500)
Subtotal, Transfers (In / Out)	(7)	(4,070)	0	0	0	0	0	0	0	0	(7)	(4,070)
Increases - Investments												
GSA IT - Bookit Migration on behalf of OAS		288									0	288
GSA IT - Learning Management System to support OHRM		1,270									0	1,270
OHRM - Enterprise Emerging Leaders Program (EELP)	10	2,025									10	2,025
OHRM - Customer Engagement Portal		500									0	500
Subtotal, Increases - Investments	10	4,083	0	0	0	0	0	0	0	0	10	4,083
Increases - Base												
GSA IT - Return to Work Enhancements		1,831									0	1,831
OAS - Office of Presidential & Congressional Agency Liaison Services	2	375									2	375
OAS - Return to Work Enhancements		1,830									0	1,830
OMA - Iridium Satellite Phones Maintenance costs		123									0	123
OMA - HSPD-12 Protest from FY 2020		2,376									0	2,376
OCFO - FAS Funded Hires to support AAS & BB	9	1,096									9	1,096
OCFO - OCFO Mission Skills Program (MSP)	6	438									6	438
OCFO - OCFO Communities of Practice (COP) & Data Eng. Support		275									0	275
OCFO - Robotic Process Automation Enhancements (RPA)	2	312									2	312
OCFO - Increase to FTE from FY 21 CJ	11	0									11	0
OGP - Supply Chain Risk Management Board	2	401									2	401
WCF - Increase to Planned External Spending				8,379							0	8,379
WCF - PC&B Increases		3,784									0	3,784
WCF - FY 2020 Carryover Requests Approved		6,033					6,394		658		0	13,085
WCF - 1% Payraise		2,339									0	2,339
Subtotal, Increases - Base	32	21,213	0	8,379	0	0	0	6,394	0	658	32	36,644
Decreases - Base												
OHRM - Transit Subsidy Savings		(3,000)									0	(3,000)
OCFO - Efficiencies to FTE	(12)	(1,855)									(12)	(1,855)
OSC - Reduction to Vacant FTEs - Decrease from FY 2021 CJ	(16)	(2,900)									(16)	(2,900)
GSA IT - Reduction to Vacant FTEs	(37)	0									(37)	0
WCF - Lapsed Balance Spending Adjustment						(10,000)					0	(10,000)
OPM Transition - Decrease from FY 2021 CJ									(20,000)		0	(20,000)
NewPay Migration - Decrease from FY 2021 CJ									(70,000)		0	(70,000)
WCF - Reduction of External FTEs				(2)							(2)	0
Subtotal, Decreases - Base	(65)	(7,755)	(2)	0	0	(10,000)	0	0	0	(90,000)	(67)	(107,755)
Net Change	(30)	13,471	(2)	8,379	0	(10,000)	0	6,394	0	(89,342)	(32)	(71,098)
Revised FY 2021 Plan	1,993	680,126	27	47,713	0	0	0	6,394	0	658	2,020	734,891

*U.S. General Services Administration
Working Capital Fund*

	Internal		External		Major Equipment		Technology Modernization		Direct		Total	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Revised FY 2021 Plan	1,993	680,126	27	47,713	0	0	0	6,394	0	658	2,020	734,891
FY 2022 Request	2,021	690,017	27	46,733	0	10,000	0	0	0	28,500	2,048	775,250
Net Change	28	9,891	0	(980)	0	10,000	0	(6,394)	0	27,842	28	40,359

Revised FY 2021 Plan	1,993	680,126	27	47,713	0	0	0	6,394	0	658	2,020	734,891
Transfers (In / Out)												
GSA IT - FTE Transfer from OGP Approp to support Rulemaking		14									0	14
Subtotal, Transfers (In / Out)	0	14	0	0	0	0			0	0	0	14
Increases - Investments												
GSA IT - Security Requirements (SOC)		2,003									0	2,003
GSA IT - IAE Increased Costs		1,197									0	1,197
GSA IT - Learning Management System to support OHRM		510									0	510
GSA IT - Talent Management System to support OHRM		2,230									0	2,230
GSA IT - Bookit Migration on behalf of OAS		88									0	88
OHRM - Customer Engagement Portal		500									0	500
FMLoB - G-Invoicing		2,500									0	2,500
FMLoB - SFFAS-54 Implementation		1,821									0	1,821
OCFO - Budget System Pilot		1,000									0	1,000
OGP - Rulemaking Systems Modernization										8,500	0	8,500
HR QSMO - New Pay Appropriation										20,000	0	20,000
Subtotal, Investments	0	11,849	0	0	0	0			0	28,500	0	40,349
Increases - Base												
OCFO - Enhancing Audit Management and Accountability		1,000									0	1,000
OMA - Iridium Satellite Phones Maintenance costs		27									0	27
OHRM - Transit Subsidy Addback		2,000									0	2,000
OHRM - Enterprise Emerging Leaders Program (EELP)	24	1,600									24	1,600
OHRM - Increased Support for FAS AAS	3	715									3	715
OMA - Increase to FTE from Contractor Conversions	4	0									4	0
WCF - Major Acquisition & Development Spending					0	10,000					0	10,000
WCF - 2.7% Payraise		5,907									0	5,907
Subtotal, Increases - Base	31	11,249	0	0	0	10,000	0	0	0	0	31	21,249
Decreases - Base												
OHRM - Worker's Compensation Efficiencies		(701)									0	(701)
OCFO - Efficiencies to FTE	(3)	(450)									(3)	(450)
GSA IT - Return to Work Enhancements (Non Recur)		(1,831)									0	(1,831)
OAS - Return to Work Enhancements (Non Recur)		(1,830)									0	(1,830)
OMA - HSPD-12 Protest (Non-Recur from FY 2021)		(2,376)									0	(2,376)
WCF - Decrease to Planned External Spending				(980)							0	(980)
WCF - Non Recur for FY 2021 Carryover Spending		(6,033)								(658)	0	(6,691)
WCF - Non Recur for TMF Carryover								(6,394)			0	(6,394)
Subtotal, Decreases - Base	(3)	(13,221)	0	(980)	0	0		(6,394)	0	(658)	(3)	(21,253)
Net Change	28	9,891	0	(980)	0	10,000		(6,394)	0	27,842	28	40,359
FY 2022 Request	2,021	690,017	27	46,733	0	10,000	0	0	0	28,500	2,048	775,250

U.S. General Services Administration
Working Capital Fund

Working Capital Fund by Staff Office
(Dollars in Thousands)

	FY 2020		FY 2021		FY 2022	
	FTE	Actual	FTE	Plan	FTE	Plan
Office of GSA Information Technology	494	\$275,234	504	\$286,974	504	\$289,833
Office of Chief Financial Officer	518	\$ 93,479	551	\$100,589	548	\$102,212
Financial Management Line of Business (FMLoB)	0	\$ 59,146	0	\$ 54,732	0	\$ 59,193
Office of Human Resources Management	283	\$ 68,402	311	\$ 70,231	338	\$ 75,187
Office of Administrative Services	144	\$ 75,149	134	\$ 52,481	134	\$ 50,415
Office of Mission Assurance	104	\$ 41,811	122	\$ 45,765	126	\$ 43,372
Office of General Counsel	143	\$ 27,645	177	\$ 32,061	177	\$ 31,865
Office of Government-wide Policy	33	\$ 8,607	40	\$ 9,507	40	\$ 9,806
Office of Strategic Communication	77	\$ 14,472	85	\$ 14,666	85	\$ 14,905
Office of Civil Rights	18	\$ 3,388	23	\$ 3,969	23	\$ 4,037
Office of Small Business Utilization	37	\$ 6,453	38	\$ 6,880	38	\$ 6,895
Office of Customer Experience	7	\$ 2,236	8	\$ 2,271	8	\$ 2,297
Quality Service Management Office	7	\$ 5,360	0	\$ -	0	\$ -
Subtotal, Staff Office Internal Authority	1,865	\$681,382	1,993	\$680,126	2,021	\$690,017
Office of GSA Information Technology	0	\$ 1,644	0	\$ 9,379	0	\$ 5,042
Office of Chief Financial Officer	9	\$ 2,697	9	\$ 12,136	9	\$ 12,136
Financial Management Line of Business (FMLoB)	0	\$ 439	0	\$ 552	0	\$ 477
Office of Human Resources Management	4	\$ 1,255	0	\$ -	0	\$ -
Office of Administrative Services	1	\$ 105	6	\$ 1,573	6	\$ 1,573
Office of Mission Assurance	0	\$ 1,059	0	\$ 2,980	0	\$ 3,000
Office of Government-wide Policy	10	\$ 17,998	12	\$ 19,375	12	\$ 22,997
Office of Congressional & Intergovernmental Affairs	0	\$ 364	0	\$ 1,248	0	\$ 1,248
Office of Customer Experience	0	\$ 186	0	\$ 450	0	\$ 200
Office of Civil Rights	0	\$ -	0	\$ 20	0	\$ 60
Quality Service Management Office	0	\$ 750	0	\$ -	0	\$ -
Subtotal, Staff Office External Authority	24	\$ 26,497	27	\$ 47,713	27	\$ 46,733
TMF - Database Transformation	0	\$ 5,828	0	\$ 208	0	\$ -
TMF - NewPay	0	\$ 120	0	\$ 6,186	0	\$ -
Subtotal, Technology Modernization Funds	0	\$ 5,948	0	\$ 6,394	0	\$ -
CARES Act	0	\$ 842	0	\$ 658	0	\$ -
Human Resources Quality Services Management Office	0	\$ -	0	\$ -	0	\$ 20,000
Rulemaking Systems Modernization	0	\$ -	0	\$ -	0	\$ 8,500
Subtotal, Direct Appropriations	0	\$ 842	0	\$ 658	0	\$ 28,500
CFO Act, Major Acquisition and Development	0	\$ -	0	\$ -	0	\$ 10,000
Subtotal, Major Acquisition and Development	0	\$ -	0	\$ -	0	\$ 10,000
Total, Working Capital Fund	1,889	\$714,668	2,020	\$734,891	2,048	\$775,250

Working Capital Fund Obligations by Object Class

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
11.1 Full-time, permanent.....	227,098	240,088	246,702
11.3 Other than full-time permanent.....	2,845	865	990
11.5 Other personnel compensation.....	3,645	4,493	4,457
11.8 Special personnel services payments.....	31	0	0
12.1 Civilian personnel benefits.....	87,082	87,953	89,714
13.0 Benefits for former personnel.....	237	453	302
21.0 Travel and transportation of persons.....	4,048	5,407	5,554
22.0 Transportation of things.....	346	25	25
23.1 Rental payments to GSA.....	32,563	16,499	16,499
23.2 Rental payments to others.....	9	0	0
23.3 Communications and utilities.....	22,949	24,855	24,316
24.0 Printing and reproduction.....	52	61	44
25.1 Advisory and assistance services.....	219,375	227,625	263,956
25.2 Other services from non-Federal sources.....	2,164	3,857	3,977
25.3 Other goods & services from Federal sources	52,023	59,401	54,645
25.4 Operation and maintenance of facilities.....	466	0	0
25.6 Medical care.....	0	0	0
25.7 Operation and maintenance of equipment.....	529	0	0
26.0 Supplies and materials.....	856	845	809
31.0 Equipment.....	58,150	62,461	63,256
32.0 Land and structures.....	0	0	0
42.0 Insurance claims and indemnities.....	202	5	5
43.0 Interest and dividends.....	0	0	0
99.0 Obligations, Appropriated (Annual).....	714,669	734,891	775,250
<i>Subtotal, PC&B.....</i>	<i>320,938</i>	<i>333,852</i>	<i>342,164</i>
<i>Subtotal, Non-labor.....</i>	<i>393,732</i>	<i>401,041</i>	<i>433,086</i>

Note: The FY 2022 column includes GSA's request for an appropriation of \$20 million to support the HR QSMO and an appropriation of \$8.5 million to modernize rulemaking systems.

Description of WCF Services by Office

Office of GSA Information Technology (GSA IT): FY 2022 Estimate - \$294.8 million

Internal Services: FY 2022 Budget Estimate - \$289.8 million

Providing IT support to all GSA offices, GSA IT designs and delivers innovative IT solutions that ensure integration between GSA systems and organizations. GSA IT directly supports GSA's management objectives to streamline and modernize IT, support cybersecurity, capture high-quality data to support decision making, and improve customer experience. In its execution of IT services, GSA IT incorporates its business knowledge and technological expertise to identify the best solution available for its customers.

GSA IT provides a standardized agency-wide approach to infrastructure management and operations designed to maximize resources and optimize the efficiency of enterprise systems and organizational staff. GSA IT manages internal IT assets, server resources, network resources, and end-user devices. These responsibilities include: planning and governance, systems access controls, systems user training, IT security and integrity, local support, help desk functions, all circuits, wireless services, teleconferencing, and telephony.

GSA IT faces increased demand for services from GSA business lines, while continuing to modernize the delivery of IT services to the agency. To enhance its delivery, GSA IT needs to have the right level of skilled staff and contractor support to meet business line needs, stay abreast of current technological initiatives, and remain innovative. To that end, GSA IT is working closely with the Office of Human Resource Management to identify appropriate training and conduct targeted hiring to acquire employees with needed skills.

GSA IT continues to streamline the IT environment, eliminate redundancy by utilizing shared services and, through continued targeted investment, is pursuing innovation and optimization of the technology environment. GSA IT is increasing IT value by identifying costs, aligning these costs to mission value, and driving the effective and efficient use of IT. Through this effort, the agency is focusing on identifying data gaps to pinpoint areas for IT run efficiencies.

GSA IT identified reductions to offset increases that support high-priority efforts such as:

- Incorporating digital technology in every area of business by adopting a shared services approach;
- Addressing customer requirements across GSA; and
- Meeting cybersecurity requirements, including a Security Operations Center as a Service (SOCaaS), which will allow GSA to have round-the-clock (24 hours a day/7 days a week/365 days a year) monitoring that will provide an immediate response capability to security issues outside of normal business hours, as required by the U.S. Department of Homeland Security Cybersecurity Maturation Plan.

External Services: FY 2022 Budget Estimate - \$5.0 million

The Office of GSA IT provides a cost-effective, secure platform to deliver administrative systems services to external clients. The Office of Corporate IT Services provides professional systems support for payroll and labor distribution systems. This Office supports other IT functions such as business requirements and change management, systems operations and maintenance, financial data management and reporting, systems access control, security and integrity, systems user training, and helpdesk support. The Office of Acquisition IT Services also supports customers using GSA acquisition systems and IT knowledge to facilitate the development of requirements, cost estimates, and plans for replacing legacy systems.

Office of the Chief Financial Officer: FY 2022 Estimate - \$124.3 million

Internal Services: FY 2022 Estimate - \$102.2 million

The Office of the Chief Financial Officer (OCFO) provides GSA with financial management services including budget formulation and execution, financial reporting and operations, internal controls, data management and analytics, performance management, and audit management and accountability. OCFO is responsible for the development, submission, and execution of the annual GSA Budget, the GSA Strategic Plan, the Annual Performance Plan, and the Agency Financial Report.

OCFO will continue to serve as a partner and financial advisor to GSA's Services and Staff Offices and lead value generation for GSA and the Federal Government by delivering high-value services such as data analytics, business planning, and performance management.

OCFO is leading GSA's efforts to implement robotic process automation and to move from low-value to high-value work. OCFO's Eliminate, Optimize, Automate (EOA) initiative, launched to identify and plan for the elimination, optimization, and automation of low-value requirements and processes that increase organizational workload, has been implemented across GSA's CXOs and will be adopted by PBS and other parts of the agency. The success of these programs has resulted in efforts to expand the EOA model Government-wide.

OCFO will continue to deliver high performance in managing traditional financial management activities, such as improving internal controls, supporting the annual financial statement audit, and managing our financial management shared services provider, the U.S. Department of Agriculture. In addition, OCFO has established an office to improve program audit management that will include an objective assessment capability to ensure GSA is addressing potential risk areas that are identified by agency leadership or through the GSA Office of Inspector General (OIG) and Government Accountability Office (GAO).

External Services: FY 2022 Estimate - \$12.1 million

OCFO provides payroll support to 33 independent agencies, boards, and commissions on a fee-for-service basis. OCFO is also leveraging GSA's deep experience in process automation and transformation to solve complex business challenges across the Government. This program promotes the adoption of emerging automation technologies and rapid process transformation through the Federal Robotic Process Automation (RPA) Community of Practice (COP). Leadership within the RPA COP mentors other agencies and provides oversight for pilot engagements that include RPA, Intelligent Automation, and adoption of process transformation methodologies.

Major Equipment Acquisition & Development: FY 2022 Estimate – \$10 million

Per 40 U.S.C. § 3173(d), the equipment acquisition and development activity may be utilized for agency-wide investments to implement the Chief Financial Officers Act of 1990 such as: acquisition of capital equipment, automated data processing systems, and financial management and management information systems.

Financial Management Line of Business (FMLoB): FY 2022 Estimate - \$59.7 million

Internal Services: FY 2022 Estimate - \$59.2 million

In line with Government-wide efforts to utilize financial shared services, GSA divested its Financial Shared Service Provider (FSSP) Line of Business to the U.S. Department of Agriculture (USDA) in March 2015 to focus on its core mission. USDA also assumed responsibility for development, operation, and maintenance of GSA's primary financial management system, Pegasys. GSA continues to use this system through a partnership with USDA.

External Services: FY 2022 Estimate - \$477 thousand

The FMLoB coordinates the delivery of financial management support to a variety of smaller agencies or commissions and boards enacted in legislation. Such enabling legislation outlines broad conditions that allow GSA to provide financial management or other administrative services. GSA enters into interagency agreements with these smaller agencies and recoups costs for arranging delivery of financial or administrative services on a reimbursable basis

Office of Human Resources Management: FY 2022 Estimate - \$75.1 million

Internal Services: FY 2022 Estimate - \$75.1 million

The Office of Human Resources Management (OHRM) is focused on helping GSA attract, motivate, develop, retain, and reward employees. OHRM provides and maintains an evolving portfolio of effective and innovative end-to-end human resource and human capital solutions that meet partner and external stakeholder needs, including the delivery of meaningful Human Resource (HR) data, analysis, and consultation to help customers make informed business decisions. Through improved service delivery models, OHRM is focused on hiring, developing, and retaining a talented and diverse mission-ready GSA workforce in critical job series including building management, acquisition, information technology, finance and human resources.

OHRM provides Human Resource (HR) services in a consolidated manner to reduce redundancy within business lines while still ensuring a high standard of service for recruitment, staffing, and employee development. These services include GSA enterprise-wide programs such as workers' compensation, transit subsidy, health room services, child care subsidy, and unemployment compensation. Funding also provides training contracted through one of OHRM's multiple blanket purchase agreements that covers a wide range of classes and programs. In FY 2022, OHRM will remain focused on workforce planning efforts, continuing the Workforce Planning Community of Practice and continuing to incorporate hiring assessment best practices through process and technology advancement.

The OHRM funding level includes \$5.5 million to fund operations & maintenance (O&M) support for the HR Links system that completed the migration to IBM's HR and Time Attendance (T&A) systems. OHRM will also continue to focus on return-to-work programs and workers' compensation case file reviews in an effort to reduce the overall costs of the workers' compensation program. Recent efficiencies reduced the internal cost of workers' compensation by \$700 thousand, and additional efficiencies are expected with the purchase of a new workers' compensation case management system in FY 2021.

Due to the success of OHRM's Emerging Leaders Program (ELP), GSA will continue to improve and expand its capstone program for high potential entry levels into the Enterprise ELP (EELP). The EELP will allow Agency-wide participation, double the cohort size, and introduce several career tracks that are targeted towards GSA's mission-critical occupations. The budget comprises the training, salaries, benefits, career ladder promotions, and within-grade-increases for the participants.

Office of Administrative Services: FY 2022 Estimate - \$52 million

Internal Services: FY 2022 Estimate - \$50.4 million

The Office of Administrative Services (OAS) is responsible for general administrative and management services for GSA. These include, but are not limited to: executive correspondence, forms, directives, internal contracting, and travel and purchase card oversight. OAS also provides workspace planning, facility design, facilities management, and workplace services tenant support on a national scale. OAS administers rent and security expenditures for offices funded by the WCF in GSA-occupied space including GSA's Washington, DC, facility at 1800 F Street, NW.

OAS's FY 2022 estimate of \$50.4 million funds major areas of responsibility including payment of GSA internal fleet program, funding nationwide space alteration and maintenance requests, and payments for rent and security costs of all GSA WCF organizations.

External Services: FY 2022 Estimate - \$1.6 million

OAS' Office of Presidential and Congressional Agency Liaison Services provides Commissions and Boards (CABs) account management services and coordinates support with GSA and non-GSA service providers for Commissions, Boards, and small independent agencies. These services include but are not limited to: human resources (labor relations, employee relations, performance management), legal, payroll and financial management, assisted acquisition, realty and facilities, telecommunications, IT, records management, and equal employment opportunity for approximately 28 CABs customers. OAS' CABs Account Management partners with the OHRM CABs Human Resource Services Center to provide human resources services and access to platforms such as HR Links.

Office of Mission Assurance: FY 2022 Estimate - \$46.4 million

Internal Services: FY 2022 Estimate - \$43.4 million

The Office of Mission Assurance (OMA) ensures resilience and continuity of GSA's critical business processes by integrating and coordinating activities across all domains of security (physical, personnel, and cyber) and emergency management. This includes funding and managing all of GSA's background investigations for FTEs and contractors, Homeland Security Presidential Directive 12 credentialing, managing GSA's Insider Threat program, disaster response, and contingency and continuity of operations planning. OMA issues general lease, natural hazard, and security policy guidance for acquisition and assignments of Government controlled and leased space. OMA provides an enterprise-wide approach to mission assurance planning while ensuring the safety, privacy, and security of GSA facilities, people, and IT assets nationwide. OMA continues to leverage efficiencies, refine best practices, and, to the greatest extent possible, identify savings needed to offset cost increases due to mission priorities.

External Services: FY 2022 Estimate - \$3 million

OMA is responsible for coordinating GSA's response to national emergencies and disasters, as outlined in the National Response Framework - Emergency Support Function #7 *Logistics*. The costs of logistical services provided in response and recovery efforts are recovered through mission assignments issued by the Federal Emergency Management Agency. The requested level of authority ensures OMA will be able to immediately accept and begin any and all mission assignments in response to natural disasters or other emergencies, such as a particularly severe hurricane season or a pandemic.

Office of General Counsel: FY 2022 Budget Estimate - \$31.9 million

Internal Services: FY 2022 Estimate - \$31.9 million

The Office of General Counsel (OGC) provides legal support to all GSA offices and programs, except the Office of Inspector General and the Civilian Board of Contract Appeals (CBCA). This includes providing all the legal services for PBS, FAS, the Office of the Administrator, and the offices within the WCF.

OGC also provides legal support for litigation before the CBCA, defends the agency against contract claims under the Contract Disputes Act; defends against protests before the U.S. Government Accountability Office; and assists the U.S. Department of Justice with claims filed in Federal court. OGC defends the agency against tort claims, injury, or other damage claims arising out of the management of Federal buildings and the operation of GSA fleet vehicles. Other legal services involve contracting, acquisition policy, management of real and personal property, historic preservation, environmental compliance and litigation, personnel and labor relations, appropriations law, FOIA, the Privacy Act, the Federal Advisory Committee Act, and regulations implementing GSA authorities including the Federal Acquisition Regulation, the Federal Travel Regulation, and the Federal Management Regulation.

OGC also advises on responses to congressional inquiries, assists in the preparation of congressional testimony, develops and manages the GSA ethics program, and supports alternative dispute resolution efforts. OGC also houses the GSA FOIA Office which processes and responds to FOIA requests received by GSA.

Office of Government-wide Policy: FY 2022 Budget Estimate - \$41.2 million

Internal Services: FY 2022 Estimate - \$9.8 million

There are two internal programs supported within OGP:

The Chief Acquisition Officer (CAO) and the Senior Procurement Executive (SPE) in the Office of Government-wide Policy (OGP) develop acquisition policy and aid in ensuring an

informed and engaged workforce to help GSA deliver high value acquisition mission solutions. It also provides services and support for acquisition professionals throughout GSA including the Federal Acquisition Service, the Public Buildings Service, and GSA's internal acquisition functions. Responsibilities include:

- Lead GSA acquisition policy, regulatory, and legislative efforts. Update and maintain the General Service Acquisition Regulation along with the development of procurement policies and guidance for GSA's contracting activities.
- Champion career management of GSA's acquisition workforce, including coordinating and overseeing warranting and certification programs as well as providing real-time learning through the Acquisition College.
- Decide contract suspension and debarment cases and contract bid protests to the Agency Protest Official, and perform other corrective actions for troubled GSA contracts.
- Assess GSA's acquisition centers and activities and reports on transactional and entity level compliance with procurement laws and regulations.
- Conduct performance measurement and data analytics in support of the Acquisition Dashboard to promote transparency and drive improvements into the acquisition function.
- Drive Government and industry engagement and dialogue to support competition, innovation, reduced burden, and streamlined processes through GSA Procurement Ombudsman Program.
- Maintaining the Acquisition Portal, a single source for acquisition news, the Acquisition Library and other reference information, and other resources for GSA's acquisition workforce.
- Promote a GSA Acquisition system creating opportunity for small and socio-economic businesses including the blind and severely disabled.
- Manage GSA-wide strategy for addressing supply chain risk management challenges.

The Office of Asset and Transportation Management (MA) took over responsibility for GSA's internal Federal Advisory Committee Act (FACA) function from OAS. Currently, the OGP Committee Management Secretariat oversees Government-wide policy relating to advisory committees for the executive branch. This transfer strengthens GSA's internal committee management work due to the knowledge and skills required for each of these functions. Supporting and managing these functions from a single office increases the structural efficiency at GSA and frees-up OAS management resources to focus on other core functions.

External Services: FY 2022 Estimate - \$23 million

There are three external programs supported within OGP:

1. The new Folio application has replaced the legacy Electronic Capital Planning and Investment Control (eCPIC) tool which was in production for 17 years. Folio is a web-based, Government-owned, fee for service technology solution Federal agencies use to support their internal IT Portfolio Management, IT Capital Planning, and IT Governance processes. Folio provides Federal agencies with a Federal shared service solution. Member agencies use Folio to meet their external reporting requirements to the Office of Management and Budget (OMB). The CPIC PMO supports its member agencies by providing dedicated program management, centralized hosting services, Folio related user/admin training, and application related technical support. This community also shares best practices and lessons learned, as well as collaborates on the latest trends in IT portfolio management and IT Governance best practices. The FY 2022 plan for this program is \$11 million.

2. The Performance Management Line of Business (PMLoB) is an interagency effort to develop Government-wide performance management capabilities to help meet the transparency requirements of the Government Performance and Results Act Modernization Act of 2010 (GPRAMA), and support Government-wide performance management efforts, including Performance.gov. This activity is supported through collections from customer agencies for their use of Performance.gov. The FY 2022 plan for this program is \$1.2 million.

3. The eRulemaking Program is an E-Government program that transferred from EPA to GSA. It fulfills the requirements under Section 206 of the E-Government Act of 2002, the Clinger-Cohen Act, and the Government Paperwork Elimination Act, as well as furthering the effectiveness and efficiency of Government. This request establishes Managing Partner and Partner Agency responsibilities and funding requirements in support of the Program Management Office (PMO) operations including technical support related to the eRulemaking Program and the eRulemaking system. This activity is supported through collections from eRulemaking Partner Agencies, who enter into Inter-Agency Agreements (IAAs) to obligate and transfer scheduled amounts to GSA. The FY 2022 plan for this program is \$10.8 million.

Direct Appropriations: FY 2022 Request - \$8.5 million

The OGP Rulemaking Systems Modernization program is partnering with the Office of Management and Budget, Office of Information and Regulatory Affairs (OIRA), to reimagine business processes, and create a modern, flexible, and scalable architecture for a new eRulemaking system. The vision for modernization takes a holistic approach that is not just focused on updating technology but also on serving the people that use technology and their jobs-to-be-done (JTBD). By addressing each of these factors, modernization gains can be made not just in terms of productivity, but also in terms of an increase in overall user

satisfaction, a faster time to test and deploy changes, and the ability to leverage state-of-the-art technologies, which ultimately results in increasing the effectiveness of Government services. As such, GSA is proposing a systemic modernization effort that involves people, processes, and systems.

- People: OGP and OIRA will utilize a user-centered design (UCD) approach to modernization.
- Processes: Modernization should result in improving the flow of information between various stakeholders in the system by addressing factors such as complexity and pain points along the regulatory process. It also involves adopting new software development methodologies such as Agile, Scrum, DevOps, and Continuous Integration/Continuous Delivery (CI/CD) and exploring how errors can be reduced through increased automation, better information design, and elimination of redundancies in operations.
- Systems: To better support people and processes, modernized systems need to have the flexibility to easily incorporate new and emerging technologies, the scalability to meet the flows of demands and disruptions on the system, and the security to meet the evolving challenges of privacy and increasing cyber-threats. A modern system is cloud-based, modular, and promotes innovation, ensures the ability to leverage new technologies and reduces costs.

A successful IT Modernization will increase IT productivity, increase the willingness of users to recommend the service (as measured by Net Promoter scores), reduce the frequency and impact of system defects, increase data integrity, and reduce the time needed to incorporate new ideas and functionality.

Office of Strategic Communication: FY 2022 Estimate - \$14.9 million

Internal Services: FY 2022 Estimate - \$14.9 million

The Office of Strategic Communication (OSC), consisting of the Media Affairs, Operations, and Client Communication divisions, is GSA's singular resource for all internal and external communication needs. OSC's main responsibility is to use communication to help the agency meet its mission and business goals. In FY 2022, OSC will continue to promote and enhance the performance and reputation of GSA by providing critical, integrated communication support to its clients.

OSC's Media Affairs Division carries out the agency's effort to help Federal agencies, the media and the public understand the important work performed by GSA in buildings, acquisitions and technology. Media Affairs acts as the official point of contact for national media inquiries and works closely with communication teams in all 11 GSA regions to ensure there are experts available to reply to media queries at national and local levels. The Media Affairs Division also maintains editorial control over GSA's social media presence and approves and manages all

requests for outside speaking engagements. Additionally, this team oversees stakeholder engagement to ensure internal and external engagement around key issue areas.

The Operations Division includes the immediate office and both the Digital and Visual Communication Program Management Offices (PMOs). The Digital Communications PMO manages the agency's primary website (www.gsa.gov) and its intranet site. It also provides enterprise-wide web governance and develops strategy, standards, policies, and guidelines on the agency's web content and the presentation of that content, including facilitating the implementation of OMB and agency decisions concerning online content and presentation. The Visual Communications PMO maintains the agency's brand and produces and provides quality assurance oversight on all of GSA's visual and broadcast products, including videos, graphics, podcasts, and photos. The Visual Communications PMO also provides live streaming and event services for the agency.

The Communications Division includes both client-focused and regional branches. OSC Client branches are in-house communication teams, working directly with GSA's business lines and staff offices to promote and enhance the performance of GSA. They provide complete communication services, including developing and executing strategic communication plans and solutions to support high-priority GSA initiatives. Regional communication branches support the communication needs of all 11 regions. Support ranges from using a range of tactics to deliver news and updates to regional staff to developing regionally focused features for national distribution to staffing urgent and emergency situations that require local GSA representation.

Office of Civil Rights: FY 2022 Estimate - \$4.1 million

Internal Services: FY 2022 Estimate - \$4.0 million

The Office of Civil Rights (OCR) provides support and guidance on all aspects of equal employment opportunity (EEO), affirmative employment, nondiscrimination in federally financial assistance programs, and nondiscrimination in federally conducted programs within GSA. OCR's equal employment opportunity program keeps GSA in compliance with laws, guidance and authorities that prohibit discrimination and harassment in the Federal workplace. OCR provides a variety of services to GSA employees and applicants for employment who believe they have been discriminated against based on age, color, disability, race, national origin, religion, sex (including sexual harassment and pregnancy discrimination), sexual orientation, general identity, genetic information, genetic information, or reprisal retaliation for protected EEO equal employment opportunity activity. OCR also processes informal and formal EEO complaints, encourages resolution of EEO disputes through the Alternative Dispute Resolution program, and adjudicates discrimination claims in accordance with Federal EEO regulations and guidance. To support full inclusion and equal opportunity for all persons, OCR leads a robust EEO training and outreach program aimed at preventing discrimination.

OCR's civil rights program ensures that GSA's public-facing activities and programs are in compliance with applicable Federal laws and authorities. Through investigations, technical assistance, voluntary compliance efforts, policy development and education, the civil rights program ensures that recipients of Federal financial assistance from GSA comply with Federal laws that prohibit discrimination in the delivery of services or benefits based on race, color, national origin, sex, sexual orientation, gender identity, age, and disability. Similarly, OCR ensures that programs, services and activities conducted by GSA do not discriminate on the basis of disability. By funding and administering GSA's Limited English Proficiency Program, OCR ensures that limited English proficiency persons have meaningful access to the programs, services and information that GSA provides.

OCR's affirmative employment program leads GSA's annual assessment of its EEO program and the formation of GSA's affirmative employment strategy for eliminating barriers to workplace advancement by women, minorities and persons with disabilities.

Within the last two years, OCR has completed a reorganization and made significant strides in rebuilding and enhancing the civil rights and EEO programs to better serve its customers. OCR's FY 2022 estimate of \$4 million will allow GSA to provide outstanding civil rights services and support compliance with Federal laws, regulations, and GSA policies to improve mission achievement and support for the administration's priority of affirmatively advancing equity, civil rights, racial justice, and equal opportunity for all.

External Services: FY 2022 Estimate - \$60 thousand

OCR provides equal employment opportunity services to other Federal agencies on a cost-reimbursable basis. These services include equal employment opportunity counseling, mediation, investigation, and complaint adjudication.

Office of Small and Disadvantaged Business Utilization: FY 2022 Estimate - \$6.9 million

Internal Services: FY 2022 Estimate - \$6.9 million

GSA's Office of Small and Disadvantaged Business Utilization (OSDBU) carries out our nationwide responsibility for delivering a successful small business program. OSDBU's mission is to maximize small business and socio-economic small business procurement opportunities within GSA and the Federal Government.

OSDBU monitors and implements small business policies and executes a range of programs as directed by the Small Business Act of 1953, as amended by Pub. L. 95-507. This includes, but is not limited to:

- Managing OSDBU's small business program funding to ensure timely, efficient, and effective use of appropriated resources;
- Evaluating, refining, proposing, and ensuring compliance with small business policy to ensure maximum practicable opportunity for small and disadvantaged businesses to participate in the Federal procurement arena, while prioritizing the accomplishment of the GSA mission;
- Through data analytics, establishing challenging small business procurement goals for GSA, monitoring performance across small business and socio-economic small business categories and implementing initiatives to achieve statutory goals;
- Contributing to the forecasting of opportunities, market research, influencing acquisition strategy, and negotiating higher subcontracting goals to ensure small and disadvantaged businesses receive the maximum practical opportunity to provide innovative, cost-competitive, and timely products and services to satisfy Federal procurement requirements; and
- Providing training and resources to GSA's acquisition workforce, and the vendor community.

GSA's small business programs foster entrepreneurial opportunities to new business horizons and enhance technological capabilities. OSDBU's work is critical to the achievement of GSA's prime and subcontracting small business goals.

OSDBU's FY 2022 estimate of \$6.9 million includes funding to deliver and expand a successful agency small business program, influence improvements for the small business community throughout the Federal Government, and reduce the burden for the acquisition workforce. This encompasses eliminating ineffective technologies and workflow processes, automating technology, enhancing small business vendor engagement and training, expanding small business training to the acquisition workforce, and improving efficiency and effectiveness.

Office of Customer Experience: FY 2022 Estimate - \$2.5 million

Internal Services: FY 2022 Estimate - \$2.3 million

The mission of the Office of Customer Experience (OCE) is to improve the end-to-end experience of GSA customers by aligning operations to customer needs. OCE was the first agency-wide organization in the Federal Government to focus solely on improving customer experience and fostering a customer-first mentality.

OCE works with internal clients to enhance relationships with customers, industry partners, and both internal and external stakeholders. The office utilizes human-centered design approaches to promote three key behaviors: conducting representative customer research; synthesizing findings into actionable insights; and making incremental, measurable, and customer-focused improvements.

OCE advances these behaviors through four pillars of service:

- Strategy: OCE works across GSA to develop strategies and action plans to achieve customer-centric goals based on customer research and administrative data;
- Customer Research: OCE collaborates with teams to frame, study, and understand GSA customer needs through qualitative and quantitative research;
- Capacity Building: OCE helps teams and individuals across GSA to better understand customer experiences and adapt to shifting needs and preferences; and
- Pilots: OCE partners with GSA teams to prototype service, product, and process innovations to improve customer experiences. Along the way, we gather user feedback to test, validate, and refine big ideas.

External Services: FY 2022 Estimate - \$200 thousand

Funding will be used to continue the efforts to develop a strategy and scope of services for a Government-wide customer experience capacity (in support of the Federal Customer Experience work) and support with Executive Orders to create a more holistic strategy to measure employee experience and create an environment for equity of services. Funding will also be used to increase the Government-wide coordination of employee experience measurement efforts.

Office of Congressional and Intergovernmental Affairs: FY 2022 Estimate - \$1.2 million

The Office of Congressional and Intergovernmental Affairs (OCIA) is funded out of the Operating Expenses appropriation; however, the office uses the WCF for the reimbursable services it provides to Members of Congress across the country. This requirement is based on the best information available and subject to change as necessary to support the requirements of the President or Congress.

External Services: FY 2022 Estimate - \$1.2 million

OCIA coordinates services to over 1,400 House district offices and Senate state offices nationwide. OCIA supports the acquisition of office space, furniture and furnishings, property disposal, equipment and supplies, and storage and relocation services.

Human Resources Quality Services Management Office (HR QSMO): FY 2022 Request - \$20 million

Direct Appropriation: FY 2022 Request - \$20 million

In FY 2021, the HR QSMO PMO transitioned from the WCF to the ASF and continued to make significant progress in advancing the work needed to ensure that the HR QSMO is successful. In FY 2022, GSA's Working Capital Fund is requesting \$20 million for the HR QSMO to carry out architectural reviews and gap analyses; develop human resources data standards; and

complete other related work. GSA's HR QSMO will be collaborating with the Office of Personnel Management and other parties to complete this foundational work necessary for the current service providers to facilitate IT modernization.

U.S. General Services Administration
Working Capital Fund

Working Capital Fund Bill by Staff and Service Office

(Dollars in Thousands)

GSA Working Capital Fund Bill \$(000)	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
Public Building Service	\$364,945	\$370,550	\$379,436
Federal Acquisition Services	\$281,346	\$279,262	\$289,430
FAS ASF	\$276,828	\$274,333	\$284,892
FAS FCSF	\$4,518	\$4,929	\$4,538
Office of Governmentwide Policy	\$12,033	\$11,812	\$11,514
Office of Inspector General	\$1,731	\$1,997	\$2,352
Former Presidents	\$91	\$17	\$24
Civilian Board of Contract Appeals	\$221	\$421	\$280
Federal Permitting Improvement Steering Committee	\$125	\$0	\$0
Technology Modernization Fund	\$240	\$168	\$120
Operating Expenses	\$5,631	\$6,387	\$5,558
Executive Direction	\$3,213	\$3,703	\$3,028
Real Property Disposal	\$2,418	\$2,684	\$2,530
WCF External Programs	\$516	\$964	\$1,304
OCFO - Payroll Shared Services	\$173	\$202	\$255
OGP - Electronic Capital Planning & Investment Control	\$162	\$138	\$185
OHRM - Commissions & Boards	\$181	\$74	\$200
OGP - eRulemaking	\$0	\$550	\$664
Grand Total	\$666,878	\$671,578	\$690,019

U.S. General Services Administration

FEDERAL CAPITAL REVOLVING FUND

Fiscal Year 2022 Budget Request

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FY 2022 President's Budget Appendix Narrative

This account provides for operation of the Federal Capital Revolving Fund (FCRF). The FCRF will finance the construction, renovation and purchase of federally owned civilian real property assets. The corpus of the FCRF is proposed in the American Jobs Plan.

In summary, the FCRF will create a mechanism that is similar to a capital investment budget, but operates within the traditional rules used for the Federal budget. The FCRF will transfer appropriations to agencies to finance large-dollar real property purchases, renovations and construction. Recipient agencies are then required to repay the FCRF using discretionary appropriations.

As a result, real property assets funded through the FCRF will no longer compete with annual operating and programmatic expenses for the limited funding available under tight discretionary caps. Instead, agencies will pay for real property in up to 15 installments, allowing agencies to utilize the asset while making payments. Repayments will be made from future discretionary appropriations, which will incentivize project selection based on highest mission need and return on investment, including future cost avoidance. The repayments will also replenish the FCRF so that real property can continually be replaced as needed.

Program Description

The structure of the Federal budget and budget enforcement requirements can create hurdles to funding large-dollar capital investments. These types of investments are handled differently at the State and local government levels. Expenditures for capital investment are combined with operating expenses in the Federal unified budget. Both kinds of expenditures must compete for limited funding within the discretionary caps. Large-dollar Federal capital investments can be squeezed out in this competition, frequently forcing agency managers to make difficult decisions and turn to operating leases to meet long-term Federal requirements. These alternatives are more expensive than ownership over the long term because: (1) Treasury can always borrow at lower interest rates; and (2) to avoid triggering scorekeeping and recording requirements for capital leases, agencies sign shorter-term, consecutive leases of the same space. For example, the cost of two consecutive 15-year leases for a building can result in the Government paying close to 180 percent of the fair market value of the asset – and more when taking into consideration the tenant build out costs necessary for occupancy. Alternative financing proposals typically run up against scorekeeping and recording rules that measure cost based on the full amount of the Government's obligations under the contract, which further constrains the ability of agency managers to meet capital needs.

In contrast, State and local governments separate capital investment from operating expenses. They are able to evaluate, rank, and finance proposed capital investments in separate capital budgets, which avoids direct competition between proposed capital acquisitions and operating expenses. If capital purchases are financed by borrowing, the associated debt service is an item in the operating budget. This separation of capital spending from operating expenses works well at the State and local government levels because of conditions that do not exist at the Federal level. State and local governments are typically required to balance their operating budgets, and their ability to borrow to finance capital spending is subject to the discipline of private credit markets that impose higher interest rates for riskier investments. In addition, State and local governments tend to own capital that they finance. In contrast, Treasury debt has historically been considered a safe investment, regardless of the condition of the Federal balance sheet. Also, the bulk of Federal funding for capital investments is in the form of grants to lower levels of the Government or to private entities.

To deal with the drawbacks of the current Federal approach, the American Jobs Plan proposes funding in support of the establishment of the FCRF which will: (1) fund large-dollar, federally owned, civilian real property capital projects which house Federal civilian employees; and (2) provide specific budget enforcement rules for the FCRF that would allow it to function, in effect, like State and local government capital investment budgets. This proposal incorporates principles that are central to the success of capital budgeting at the State and local levels—a limit on total funding for capital investment, annual decisions on the allocation of funding for capital projects, and spreading the acquisition cost in the discretionary operating budgets of agencies that purchase the assets.

The Administration's American Jobs Plan proposes the capitalization of the with a \$5 billion mandatory appropriation and the budget presentation scores the proposal with anticipated outlays over the 10-year window for the purposes of pay-as-you-go budget enforcement rules. Annual discretionary repayments by purchasing agencies would replenish the FCRF and would be available until expended to fund additional capital projects. Total annual capital purchases would be limited to the lower of \$2.5 billion or the balance in the FCRF, including annual repayments.

Summary of the Request

The goal of this President's Budget request for the appropriation of funds in support of repayment for two inaugural projects also supports the establishment of the new FCRF within the unified budget. The FCRF will function effectively as a capital budget for investment in federally owned civilian real property and implement budget enforcement rules that exclude the upfront acquisition cost from the discretionary caps and instead charge the cost to discretionary funding over time.

*U.S. General Services Administration
Federal Capital Revolving Fund*

In FY 2022, the budget uses the FCRF concept to fund \$1.035 billion in capital investments across the civilian Government. In accordance with the principles and design of the FCRF, the 2022 budget requests appropriations language designating the specific projects to be funded out of the FCRF, which will be housed within the U.S. General Services Administration (GSA), along with \$69 million for the first year repayments for the two projects to the FCRF. The FCRF account requested will fund the first round of projects in 2022 and a total of \$7.85 billion worth of Federal buildings projects using the initial \$5 billion in mandatory appropriations over the 10 year horizon.

The President's FY 2022 budget includes appropriations language supporting the investment of \$1.035 billion, as well as the first of 15 annual discretionary appropriation repayments of \$69 million. This funding will be used for modernization projects for the Jacob K. Javits Federal Building in New York, New York and for the Estes Kefauver Federal Building and Annex in Nashville, Tennessee. The FCRF will provide GSA with \$735 million for the Jacob K. Javits building to upgrade the building's fire protection, life safety, and immediate critical building system infrastructure and reconfigure interior space for more efficient utilization. The FCRF will also provide GSA with \$300 million for the Estes Kefauver buildings to replace and upgrade aged building systems, infrastructure, technology and code compliance needs. Please see the Federal Buildings Fund narrative for more details on both of these projects.

*U.S. General Services Administration
Federal Capital Revolving Fund*

The flow of funds for the \$1.035 billion in capital investments and the proposed scoring are illustrated in the below chart (amounts in millions):

Federal Capital Revolving Fund			Purchasing Agency		
	Year 1	Years 2-15		Year 1	Years 2-15
Mandatory:			Mandatory:		
Transfer to purchasing agency to buy building.....	1,035		Collection of transfer from Federal Capital Revolving Fund.....	(1,035)	
Purchasing agency repayments.....	(69)	(966)	Payment to buy building.....	1,035	
Discretionary:			Discretionary:		
			Repayments to Federal Capital Revolving Fund.....	69	966

Total Government-wide Deficit Impact			
	Year 1	Years 2-15	Total
Mandatory			
Purchase Building.....	1,035		1,035
Collections from Purchasing agency.....	(69)	(966)	(1,035)
Discretionary:			
Purchasing agency repayments.....	69	966	1,035
Total Government-wide	1,035	-	1,035

For budget enforcement purposes, transfers from the FCRF to agencies to fund acquisitions and spending of those amounts by agencies would be scored as direct spending, while agencies would use discretionary appropriations to fund annual repayments to the FCRF. This allocation of cost means that the upfront cost of capital investment would be included in the budget, but the up-front expense would not have to compete with operating expenses in the annual appropriations process. The FCRF does not provide any new landholding or land-managing authorities for Federal agencies.

U.S. General Services Administration
Federal Capital Revolving Fund

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
Resources:			
Available from prior year	\$ -	\$ -	\$ -
Mandatory Appropriation (AJP)	\$ -	\$ -	\$ 5,000,000
Offsetting Collections	\$ -	\$ -	\$ 69,024
Total Resources Available	\$ -	\$ -	\$ 5,069,024
Obligations			
Transfers for Acquisition of Real Property	\$ -	\$ -	\$ 1,035,353
Program Administration	\$ -	\$ -	\$ 311
Total Obligations	\$ -	\$ -	\$ 1,035,664
Fund Balance:			
Total Resources Available	\$ -	\$ -	\$ 5,069,024
Total Obligations	\$ -	\$ -	\$ (1,035,664)
Fund Balance	\$ -	\$ -	\$ 4,033,360
Net Budget Authority	\$ -	\$ -	\$ 5,000,000

U.S. General Services Administration
Federal Capital Revolving Fund

Obligations by Object Classification

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
11.1 Full-time, permanent.....	\$ -	\$ -	\$ -
11.3 Other than full-time permanent.....	\$ -	\$ -	\$ -
11.5 Other personnel compensation.....	\$ -	\$ -	\$ -
12.1 Civilian personnel benefits.....	\$ -	\$ -	\$ -
21.0 Travel and transportation of persons.....	\$ -	\$ -	\$ -
23.1 Rental payments to GSA.....	\$ -	\$ -	\$ -
23.3 Communications and utilities.....	\$ -	\$ -	\$ -
24.0 Printing and reproduction.....	\$ -	\$ -	\$ -
25.1 Advisory and assistance services.....	\$ -	\$ -	\$ -
25.3 Other goods & services from Federal sources....	\$ -	\$ -	\$ 311
26.0 Supplies and materials.....	\$ -	\$ -	\$ -
31.0 Equipment.....	\$ -	\$ -	\$ -
32.0 Land and structures.....	\$ -	\$ -	\$ -
33.0 Investments and loans.....	\$ -	\$ -	\$ -
41.0 Grants, subsidies, and contributions.....	\$ -	\$ -	\$ -
42.0 Insurance claims and indemnities.....	\$ -	\$ -	\$ -
43.0 Interest and dividends.....	\$ -	\$ -	\$ -
44.0 Refunds.....	\$ -	\$ -	\$ -
94.0 Financial transfers.....	\$ -	\$ -	\$1,035,360
99.0 Obligations, Mandatory.....	\$ -	\$ -	\$1,035,671
Subtotal, PC&B.....	\$ -	\$ -	\$ -
Subtotal, Non-labor.....	\$ -	\$ -	\$1,035,671

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U.S. General Services Administration
PERMANENT BUDGET AUTHORITY
Fiscal Year 2022 Budget Request

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Transportation Audit Contracts and Contract Administration

Program Description

This permanent, indefinite appropriation provides for the detection and recovery of overpayments to carriers for Government moves under rate and service agreements established by the U.S. General Services Administration (GSA) or other Federal agency transportation managers. Program expenses are financed from overcharges collected from Transportation Service Providers (TSPs) as a result of post payment audits examining the validity, propriety, and conformity of charges with the proper rate authority. Funds recovered in excess of expenses are returned to the U.S. Department of the Treasury (Treasury).

Authorizing Legislation

The Expenses of Transportation Audit Contracts and Contract Administration appropriation is permanently authorized by 31 U.S.C. § 3726(e): “Sec. 3726. Payment for transportation (e) Expenses of transportation audit postpayment contracts and contract administration, and the expenses of all other transportation audit and audit-related functions conferred upon the Administrator of General Services, shall be financed from overpayments collected from carriers on transportation bills paid by the Government and other similar type refunds, not to exceed collections. Payment to any contractor for audit services shall not exceed 50 percent of the overpayment identified by contract audit.”

FY 2021 Operating Plan and FY 2022 Budget Request

The Transportation Audits program is managed by the Federal Acquisition Service (FAS) in the Travel, Transportation and Logistics (TTL) Portfolio. The FY 2022 budget request provides \$13.02 million for the Transportation Audits program to continue its focus on prepayment oversight and post payment audits of Government-wide transportation bills and recoveries of overcharges.

The program office will oversee the implementation and performance of prepayment audits for transportation services procured around the world by Federal agencies; conduct post payment audits of transportation bills; execute the collection of overcharges; validate overcharges via evidence, regulation, and background; adjudicate claims brought by TSPs and Federal agencies as needed; handle bankruptcies and litigation related to TSPs for Federal agencies; and act as an expert in court cases as needed. In FY 2020, the program deployed a system modernization project that replaced its 30-year-old system with a platform that will increase Government-wide compliance with public laws and regulations, enabling Transportation Audits to expand auditing, increase automation in business operations, and improve data quality and analysis. In FY 2021 and FY 2022, the program will assess the revenue impacts associated with the new Department of Defense pre-payment audit capabilities and adapt accordingly to ensure program sustainability.

U.S. General Services Administration
Permanent Budget Authority

Obligations by Object Classification
(Dollars in Thousands)

		FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
11.1	Full-time, permanent	\$ 3,110	\$ 3,970	\$ 4,097
11.3	Other than full-time permanent	\$ -	\$ -	\$ -
11.5	Other personnel compensation	\$ 33	\$ 92	\$ 95
12.1	Civilian personnel benefits	\$ 933	\$ 1,108	\$ 1,143
21.0	Travel and transportation of persons	\$ 7	\$ 69	\$ 29
22.0	Transportation of things	\$ -	\$ -	\$ -
23.1	Rental payments to GSA	\$ -	\$ -	\$ -
23.3	Communications and utilities	\$ 1	\$ -	\$ -
24.0	Printing and reproduction	\$ -	\$ -	\$ -
25.1	Advisory and assistance services	\$ 4,577	\$ 5,684	\$ 5,386
25.2	Other services from non-Federal sources	\$ -	\$ 47	\$ 47
25.3	Other goods and services from Federal sources	\$ 1,057	\$ 1,473	\$ 1,411
26.0	Supplies and materials	\$ 1	\$ 12	\$ 12
31.0	Equipment	\$ -	\$ 58	\$ 58
99.0	Obligations, appropriated (annual)	\$ 9,719	\$ 12,513	\$ 12,278
	Subtotal, PC&B	\$ 4,076	\$ 5,170	\$ 5,335
	Subtotal, Non-labor	\$ 5,643	\$ 7,343	\$ 6,943
99.9	Total obligations	\$ 9,719	\$ 12,513	\$ 12,278
FTE		30.0	36.0	36.0

U.S. General Services Administration
 Permanent Budget Authority

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipts:

	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
Balance, start of year.....	\$ 21,719	\$ 24,565	\$ 23,266
Receipts.....	\$ 10,914	\$ 10,198	\$ 10,542
Sequestration.....	\$ 680	\$ 756	\$ 742
Excess collections returned to Treasury.....	\$ -	\$ -	\$ -
Appropriation to the expenditure fund.....	\$ (11,526)	\$ (13,269)	\$ (13,021)
Unobligated balance expired from expenditure fund...	\$ 2,778	1,016	1,086
Balance, end of year.....	\$ 24,565	\$ 23,266	\$ 22,616

Special Fund Expenditures:

	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
Mandatory authority:			
Appropriation.....	\$ 11,526	\$ 13,269	\$ 13,021
Sequestration.....	\$ (680)	\$ (756)	\$ (742)
Unobligated balance, end of year.....	\$ (1,127)	\$ -	\$ -
Total obligations.....	\$ 9,719	\$ 12,513	\$ 12,278
<i>Net Outlays.....</i>	<i>\$ 10,991</i>	<i>\$ 10,703</i>	<i>\$ 12,349</i>

Acquisition Workforce Training Fund

Program Description

The Acquisition Workforce Training Fund (AWTF) is a permanent, indefinite appropriation providing a source of funds to train the Federal civilian acquisition workforce. The AWTF is financed through a credit of five percent of the fees collected from non-Department of Defense activities by GSA and other civilian agencies that manage Government-wide Acquisition Contracts (GWACs), Multiple Award Schedules (MAS) contracts, and other multi-agency contracts. Receipts are available for expenditure in the fiscal year collected, in addition to the two following fiscal years. The AWTF is managed by GSA's Federal Acquisition Institute (FAI) in consultation with the Office of Federal Procurement Policy and the FAI Board of Directors.

Authorizing Legislation

The fund is authorized by 41 U.S.C. § 1703(i), as amended by Section 854 of Title VII of the National Defense Authorization Act for Fiscal Year 2008 (Public Law 110-181, January 28, 2008). The establishment and operation of FAI is authorized by 41 U.S.C. § 1201, as amended by Section 864 of Title VIII of the National Defense Authorization Act for Fiscal Year 2011 (Public Law 112-81, December 31, 2011).

FY 2021 Operating Plan and FY 2022 Budget Estimate

The FY 2022 budget request provides \$11.5 million in new collections for FAI programs. The Board of Directors has reviewed the FAI programs to identify where continued AWTF funding is most needed to effectively support FAI's mission and goals. AWTF funds are used to execute FAI's 12 statutory responsibilities.

FAI supports professional development of the civilian agency acquisition workforce by ensuring the availability of learning and career development opportunities. The funds collected by the AWTF support FAI activities in five categories:

- **Human Capital Initiatives**

Human Capital Initiative funding provides for Government-wide human capital resource planning and management initiatives, supporting FAI in the collection, analysis, and reporting of acquisition workforce human capital data. Funds also support the development and execution of the FAI.gov website, which is used as the primary outreach and communications portal for the acquisition workforce. The program collects data through human capital plan templates and other venues to enable agencies to make strategic data-driven decisions about their acquisition workforce and program operations. Specific examples of FAI Human Capital Initiatives include continued maturation of agency acquisition human capital, the Acquisition Workforce Competency Survey, and the continual improvement of FAI.gov.

- **Operations and Logistics Support**

Operations and Logistics Support funding provides for the design, execution, and control of the business-planning and operations framework for executing the FAI mission and infrastructure. Funding supports all activities related to planning, organizing, or optimizing business operations. This includes costs associated with the annual memorandum of understanding between the AWTF and the Office of Government-wide Policy for the support of 12 reimbursable FTE, the FAI Training Application System (FAITAS) Customer Support help desk, and the FAI.gov help desk.

- **Curriculum Development**

Curriculum Development funding provides for development of instructional content, materials, and related assets to execute Federal Acquisition Certification programs. This funding has supported program and project management activities, Contracting Officer's Representatives activities, continuous learning curricula and training courses such as Federal Contracting 101 – Contracting Basics.

- **Training Delivery**

Training Delivery funding provides for the execution of online and classroom training and learning programs and related delivery and development activities. To continue to meet the needs of the Federal acquisition workforce community, the Training Delivery program provides Acquisition Learning Seminars, FAITAS operations and maintenance, FAITAS enhancements, and online and classroom training courses.

- **Information Technology**

Information Technology (IT) funding provides for overarching IT operations, maintenance, and advancement activities. The FAI.gov website hosting and Disaster Recovery website are examples of the work supported by IT funds.

Obligations by Object Classification

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
25.1 Advisory and assistance services	\$ 3,041	\$ 5,061	\$ 5,061
25.3 Other goods & services from Federal sources	\$ 8,945	\$ 6,555	\$ 6,439
99.0 Total obligations	\$ 11,986	\$ 11,616	\$ 11,500

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipts:

	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
Balance, start of year.....	\$ 3,087	\$ 1,225	\$ 1,109
Receipts.....	\$ 11,695	\$ 11,500	\$ 11,500
Appropriation to the expenditure fund.....	\$(13,557)	\$(11,616)	\$(11,500)
Balance, end of year.....	\$ 1,225	\$ 1,109	\$ 1,109

Special Fund Expenditures:

	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
Mandatory authority:			
Unobligated balance, start of year.....	\$ 16,232	\$ 17,803	\$ 17,803
Recovery of prior-year obligations.....	\$ -	\$ -	\$ -
Appropriation.....	\$ 13,557	\$ 11,616	\$ 11,500
Unobligated balance, expiring.....	\$ -	\$ -	\$ -
Total Obligations.....	\$(11,986)	\$(11,616)	\$(11,500)
Unobligated balance, end of year.....	\$ 17,803	\$ 17,803	\$ 17,803
<i>Net Outlays</i>	<i>\$ 8,401</i>	<i>\$ 10,411</i>	<i>\$ 9,450</i>

Expenses, Disposal of Surplus Real and Related Personal Property

Program Description

This mandatory appropriation provides for the efficient disposal of real property assets that no longer meet the needs of landholding Federal agencies. The following costs are paid through receipts from such disposals each fiscal year: fees of auctioneers, brokers, appraisers, and environmental consultants; surveying costs; costs of advertising; costs of environmental and historical preservation services; highest and best use of property studies; property utilization studies; deed compliance inspections; and other disposal costs. GSA leverages the expertise of auctioneers and brokers familiar with local markets to accelerate the disposal of surplus real property.

Authorizing Legislation

The Expenses, Disposal of Surplus Real and Related Personal Property appropriation is permanently authorized by 40 U.S.C. § 572(a). The appropriation is authorized to pay expenses directly, or to reimburse another account for expenses paid. The total amount paid and reimbursed in a fiscal year may not exceed 12 percent of the receipts available in GSA's receipt account 5254.2. Proceeds from disposal of Federal real property are deposited into account 5254.2 and funds deemed in excess of the Real Property Disposal program's long-term requirements must be transferred to the Land and Water Conservation Fund.

The types of expenses that may be paid or reimbursed are limited to specific, enumerated expenditures including:

- (i) Costs of appraisers, auctioneers, and realty brokers, in accordance with the scale customarily paid in similar commercial transactions.
- (ii) Costs of environmental and historic preservation services, highest and best use of property studies, utilization of property studies, deed compliance inspections, targeted asset reviews and the expenses incurred in approved relocations.
- (iii) Costs of advertising and surveying.

FY 2021 Operating Plan and FY 2022 Budget Estimate

The FY 2022 budget request provides \$9.256 million for the Real Property Disposal program. Obligations are based on properties planned for disposal in each year. Financing is provided through receipts from sales of surplus property and out-leasing of Government-owned space.

Obligations by Object Classification

(Dollars in Thousands)

		FY 2020	FY 2021	FY 2022
		Actual	Plan	Plan
21.0	Travel and transportation	\$ -	\$ 50	\$ 50
24.0	Printing and reproduction	\$ 20	\$ 129	\$ 129
25.1	Advisory and assistance services	\$ 438	\$ 9,191	\$ 8,391
25.2	Other services from non-Federal sources	\$ 36	\$ 119	\$ 119
25.3	Other goods & services from Federal sources	\$ -	\$ 547	\$ 547
25.4	Operation and maintenance of facilities	\$ 2	\$ -	\$ -
25.7	Operation and maintenance of equipment	\$ -	\$ 20	\$ 20
26.0	Supplies and Materials	\$ 2	\$ -	\$ -
99.9	Total obligations	\$ 498	\$ 10,056	\$ 9,256

U.S. General Services Administration
 Permanent Budget Authority

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipts:

	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
Balance, start of year.....	\$ 76,338	\$ 76,548	\$ 73,492
Receipts, real property disposal.....	\$ 4,013	\$ 8,000	\$ 20,000
Receipts, outleasing.....	\$ -	\$ 3,000	\$ 3,000
Subtotal Net receipts.....	\$ 4,013	\$ 11,000	\$ 23,000
Appropriation to the expenditure fund.....	\$ (2,534)	\$ (10,664)	\$ (9,815)
Sequestration.....	\$ 534	\$ 608	\$ 559
Total budgetary resources.....	\$ (2,000)	\$ (10,056)	\$ (9,256)
Transfer to Land and Water Fund, DOI.....	\$ (2,183)	\$ (4,000)	\$(10,000)
Unobligated balance, transferred in from Expenditure Fund...	\$ 380	\$ -	\$ -
Fund Expenditures.....	\$ -	\$ -	\$ -
Balance, end of year.....	\$ 76,548	\$ 73,492	\$ 77,236

Special Fund Expenditures:

	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
Mandatory authority			
Appropriation.....	\$ 2,534	\$ 10,664	\$ 9,815
Unobligated balance, sequestered.....	\$ (534)	\$ (608)	\$ (559)
Unobligated balance.....	\$ 1,502	\$ -	\$ -
Total obligations.....	\$ 498	\$ 10,056	\$ 9,256
Net Outlays.....	\$ 498	\$ 10,056	\$ 9,256

Note: By statute, any receipts in excess of the long-term requirements of the Fund must be transferred out of the Fund and deposited into the Land and Water Conservation Fund of the U.S. Department of the Interior.

Obligations by Program Activity
(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
1. Utilization and Disposal - Real Property			
a. Appraisers, auctioneers, brokers fees, surveying	\$ 89	\$ 2,169	\$ 2,669
b. Advertising	\$ 361	\$ 2,186	\$ 1,186
c. Environmental Services	\$ -	\$ 1,143	\$ 2,143
d. Historical Preservation Services	\$ 2	\$ 1,084	\$ 884
e. Highest and best use of property studies, utilization of property studies, Targeted Asset Reviews (TARS), deed compliance inspections	\$ 46	\$ 1,732	\$ 1,432
f. Expenses incurred in a Relocation	\$ -	\$ 800	\$ -
g. Personnel compensation	\$ -	\$ -	\$ -
h. Personnel benefits	\$ -	\$ -	\$ -
i. Administrative support	\$ -	\$ 305	\$ 305
j. Travel expenses	\$ -	\$ 122	\$ 122
Subtotal, Utilization and Disposal of Real Property	<u>\$ 498</u>	<u>\$ 9,541</u>	<u>\$ 8,741</u>
2. Outleasing of Government-owned Space			
a. Appraisers, auctioneers, brokers fees, surveying	\$ -	\$ 500	\$ 500
b. Advertising	\$ -	\$ 15	\$ 15
Subtotal, Outleasing	<u>\$ -</u>	<u>\$ 515</u>	<u>\$ 515</u>
Total obligations	\$ 498	\$ 10,056	\$ 9,256

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Administrative Provisions	Explanation
<p><i>Sec. 520. Funds available to the General Services Administration shall be available for the hire of passenger motor vehicles.</i></p>	<p>This provision authorizes GSA to use funds for the hire of passenger motor vehicles.</p>
<p><i>Sec. 521. Funds in the Federal Buildings Fund made available for fiscal year 2022 for Federal Buildings Fund activities may be transferred between such activities only to the extent necessary to meet program requirements: Provided, That notice of any proposed transfers shall be transmitted in advance to the Committees on Appropriations of the House of Representatives and the Senate.</i></p>	<p>This provision authorizes GSA to transfer funds within the Federal Buildings Fund to meet program requirements.</p>
<p><i>Sec. 522. Except as otherwise provided in this title, any request for United States Courthouse construction transmitted using funds made available by this Act should: (1) meet the design guide standards for construction as established and approved by the General Services Administration, the Judicial Conference of the United States, and the Office of Management and Budget; (2) reflect the priorities of the Judicial Conference of the United States as set out in its approved five-year construction plan; and (3) include a standardized courtroom utilization study of each facility to be constructed, replaced, or expanded.</i></p>	<p>This provision requires that the budget request meet certain design and construction standards for Federal Courthouse construction.</p>

<p><i>Sec. 523. None of the funds provided in this Act may be used to increase the amount of occupiable square feet, provide cleaning services, security enhancements, or any other service usually provided through the Federal Buildings Fund, to any agency that does not pay the rate per square foot assessment for space and services as determined by the General Services Administration in consideration of the Public Buildings Amendments Act of 1972 (Public Law 92-313).</i></p>	<p>This provision provides that no funds may be used to increase the amount of occupiable square feet, provide cleaning services, security enhancements, or any other service usually provided, to any agency that does not pay the requested rate.</p>
<p><i>Sec. 524. From funds made available under the heading "Federal Buildings Fund, Limitations on Availability of Revenue", claims against the Government of less than \$250,000 arising from direct construction projects and acquisition of buildings may be liquidated from savings effected in other construction projects with prior notification to the Committees on Appropriations of the House of Representatives and the Senate.</i></p>	<p>This provision permits GSA to pay small claims less than \$250,000 made against the Government.</p>
<p><i>Sec. 525. With respect to the Federal Buildings Fund construction and acquisition and major repair and alteration programs, and with respect to E-Government projects funded under the heading "Federal Citizen Services Fund", the Administrator of General Services shall submit a spending plan and explanation for each project to be undertaken to the Committees on Appropriations of the House of Representatives and the Senate not later than 60 days after the date of enactment of this Act.</i></p>	<p>This provision requires GSA to submit spend plans for certain programs.</p>

<p><i>Sec. 526. Section 3173(d)(1) of title 40, United States Code, is amended by inserting before the period the following: "or for agency-wide acquisition of equipment or systems or the acquisition of services in lieu thereof, as necessary to implement the Act".</i></p>	<p>This provision expands the purposes authorized for "major equipment acquisitions and development activity" to include any equipment, systems, or services that are necessary to implement the Chief Financial Officers Act of 1990.</p>
<p><i>Sec. 527. Section 3173(b)(1) of title 40, United States Code, is amended by inserting ",including advance payments," after "Amounts received".</i></p>	<p>This provision authorizes GSA to accept advance payments into the Working Capital Fund.</p>
<p><i>Sec. 528. Section 323 of title 40, United States Code, is amended by adding at the end a new subsection: "(f) The Administrator may enter into agreements to provide services through the Fund on a fully reimbursable basis."</i></p>	<p>This provision gives the Federal Citizen Services Fund the authority to enter into interagency agreements to provide services on a reimbursable basis.</p>

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U.S. General Services Administration

FY 2022 Annual Performance Plan



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EXECUTIVE SUMMARY

PURPOSE

The U.S. General Services Administration (GSA) Annual Performance Plan (APP) presents the level of performance to be achieved by GSA in FY 2022. The APP presents strategic goals, strategic objectives, supporting performance goals, and performance indicators. The GSA FY 2022 APP:

- articulates how the work of the agency benefits the public,
- enables the public to understand the actions taken for progress, and
- explains performance improvement strategies.

The GSA FY 2022 APP was prepared in compliance with the Government Performance and Results Modernization Act of 2010, Pub. L. 111-352, under guidance from the U.S. Office of Management and Budget (OMB) Circular No. A-11 (Revised March 2021), Preparation, Submission, and Execution of the Budget.

ABOUT GSA

GSA's mission-support role was established in its founding by President Harry S. Truman in 1949 to create one agency to help the Government avoid "senseless duplication, excess cost, and confusion in handling supplies and providing space." For over seven decades, GSA has embraced the honor of serving the American people by supporting other Federal agencies as they carry out their own critical missions.

Since GSA's founding, the Nation's population has more than doubled, the price of real estate in major cities continued on an upward trend, and with technology advancing exponentially over shorter periods of time, the world is vastly more interconnected. GSA supports Federal agencies as they evolve to meet new domestic and global challenges to better serve the American public. As a mission enabler for other Federal agencies, GSA steadfastly champions its goals to deliver value and savings in real estate, acquisition, technology, and other mission-support services across Government.

The year 2020 was largely defined by the impact and challenges associated with the novel coronavirus and the global COVID-19 pandemic. In spite of these challenges, GSA delivered inventive, cost-effective, and collaborative solutions in real estate, acquisition, technology, and mission-support services to the Government while saving the American public money. GSA continues to provide spaces, technical innovations, and goods and services essential to operate the Federal Government. GSA strategies:

- provide workplaces by constructing, managing, and preserving Government buildings and by leasing and managing commercial real estate;
- offer private sector professional services, equipment, supplies, telecommunications, and information technology to Government organizations and the military;
- help agencies buy, build, and use technology in ways that support their missions to better serve the public; and
- promote management best practices and efficient Government operations.

GSA brings together a talented and diverse workforce—including real estate experts, architects, acquisition specialists, programmers, data scientists, and policy analysts — as a cohesive, data- and insight-driven, customer-focused team. Affected by a global pandemic in 2020, the United States and the world strove to manage the challenges of COVID-19. In mid-March 2020, GSA began operating in a maximum telework posture. Today, GSA continues strong in mission delivery and in achieving strategic goals.

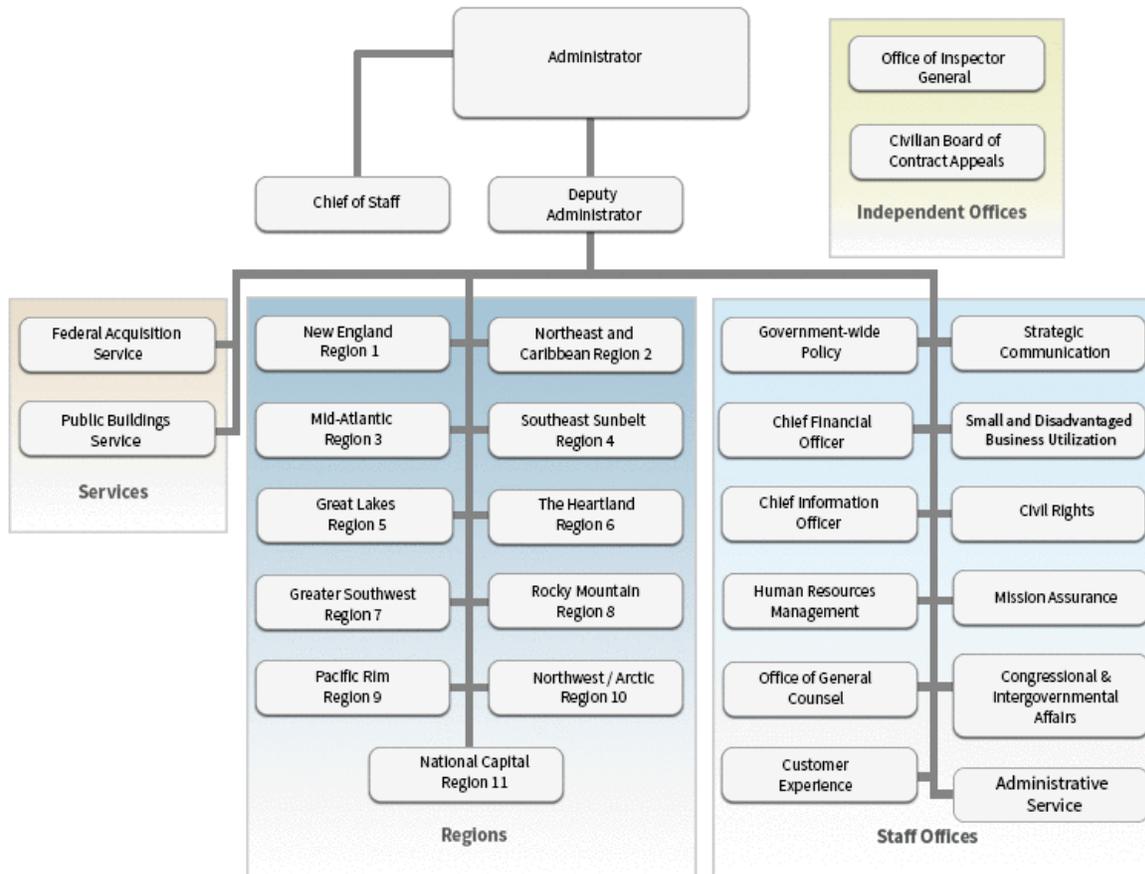
GSA MISSION, VISION, and VALUES

Mission	<i>Deliver value and savings in real estate, acquisition, technology, and other mission-support services across Government.</i>
Vision	<i>Effective and efficient Government for the American people.</i>
Values	Service ♦ Accountability ♦ Innovation

ORGANIZATIONAL STRUCTURE

Headquartered in Washington, DC, GSA serves and supports more than 60 Federal departments and agencies through its:

- Central Office,
- Federal Acquisition Service,
- Public Buildings Service,
- Office of Government-wide Policy,
- 11 National Staff Offices,
- 11 Regional Offices, and
- 2 Independent Offices.



GSA LEADERSHIP

Office of the Administrator



Katy Kale
Acting Administrator
Deputy Administrator



Brett Prather
Chief of Staff



Laila ElGohary
White House Liaison

National Services



Sonny Hashmi
Federal Acquisition
Service



Allison Azevedo
(Acting) Public
Buildings Service

Office of Government- wide Policy



Krystal Brumfield
Office of Government-
wide Policy

Independent Offices



Carol F. Ochoa
Office of
Inspector General



Jeri Somers
Civilian Board of
Contract Appeals

Regional Administrators



Glenn C. Rotondo
(Acting) Region 1
New England
Boston, MA



Michael Gelber
(Acting) Region 2
Northeast &
Caribbean
New York, NY



Joanna Rosato
(Acting) Region 3
Mid-Atlantic
Philadelphia, PA



Kevin Kerns
(Acting) Region 4
Southeast Sunbelt
Atlanta, GA



John Cooke
(Acting) Region 5
Great Lakes
Chicago, IL



Mary A. Ruwwe
(Acting) Region 6
The Heartland
Kansas City, MO



Giancarlo Brizzi
(Acting) Region 7
Greater Southwest
Ft. Worth, TX



Penny Grout
(Acting) Region 8
Rocky Mountain
Denver, CO



Daniel R. Brown
(Acting) Region 9
Pacific Rim
San Francisco, CA



Chaun Benjamin
(Acting) Region 10
Northwest/Arctic
Auburn, WA



Darren Blue
(Acting) Region 11
National Capital
Washington, DC

Staff Offices



Bob Stafford
Office of
Administrative
Services



Gerard Badorrek
Office of the Chief
Financial Officer



David A. Shive
Office of the Chief
Information Office



Aluanda Drain
(Acting) Office of
Civil Rights



Gianelle Rivera
Office of
Congressional and
Intergovernmental
Affairs



Ed Walters
Office of
Customer
Experience



Nitin Shah
Office of General
Counsel



Traci DiMartini
Office of Human
Resources
Management



Robert J. Carter
Office of Mission
Assurance



Exodie C. Roe, III
Office of Small and
Disadvantaged
Business Utilization



Teresa Wykpisz-Lee
Office of Strategic
Communication

NATIONAL SERVICES and the OFFICE OF GOVERNMENT-WIDE POLICY

Federal Acquisition Service

GSA's Federal Acquisition Service (FAS) uses the collective buying power of the Federal Government to acquire goods and services in support of agency customers. FAS offers Federal agencies more than 31 million different products and services. In FY 2020, FAS delivered over \$75 billion in: information technology (IT) products, services, and solutions; telecommunications services; assisted acquisition services; travel and transportation management solutions; motor vehicles and fleet services; and charge card services. FAS manages over 226,000 leased vehicles, is responsible for the overall management and leadership of the Government-wide charge card program, which encompasses 5.4 million accounts, and provides personal property disposal services facilitating the reuse of \$1 billion in excess and surplus personal property every year. FAS harnesses the buying power of the Federal Government to negotiate prices on many of the products and services required by agencies for daily operations. By arranging a network of service providers for IT and total solutions for law enforcement, including security and facility management systems, FAS is able to meet the operating and mission requirements of a vast array of Federal agencies and State, Tribal, and local governments. Using its Technology Transformation Services (TTS) and IT portfolios to improve the public's experience with Government, FAS developed and deployed technology consulting services, good-for-Government shared applications, platforms, and processes to make agencies' services more accessible, efficient, and effective. Focused on designing and delivering with and for the public, TTS delivers digital services that are trusted and provide tangible value to our partners and the public.



Public Buildings Service

Throughout the 50 States, 5 territories, and the District of Columbia, GSA manages the Federal Government's real property inventory. Our real estate portfolio is one of the largest and most diversified in the Nation. The Public Buildings Service (PBS) provides high-quality facility and workspace solutions to more than 50 Federal agencies, disposes of excess or unneeded Federal properties, and promotes the adoption of innovative workplace solutions and technologies. PBS acquires space on behalf of the Federal Government through new construction and leasing. PBS owns or leases more than 8,800 assets and maintains an inventory of 371 million square feet of rentable workspace. Based on FY 2020 Real Estate Across the United States (REXUS) data, GSA has 512 historic buildings. GSA owns 413 buildings listed in the National Register of Historic Places and an additional 99 buildings eligible for listing in the National Register. Through lease and purchase transactions, PBS delivers the workspace necessary to meet the varied missions of its Federal customers.



Office of Government-wide Policy

The Office of Government-wide Policy (OGP) uses policies, data, and strategy to drive efficiency, excellence, and dynamic mission delivery across the Federal Government within key administrative areas to include shared services, travel and transportation, acquisition, acquisition workforce development, fleet management, information technology modernization, and real estate management. OGP influences agency behavior in these areas through the development of Government-wide policies, performance standards, data analysis, benchmarking, and transparent reporting of Government-wide data.



STAFF OFFICES

- **Office of Administrative Services (OAS)**

OAS delivers innovative, responsive, and timely value-added solutions for GSA's administrative, workplace, and information needs in ways that promote integrity, the efficient use of Government resources, and effective risk management.
- **Office of the Chief Financial Officer (OCFO)**

OCFO provides enterprise-wide budget, financial management, financial analysis, performance management, and strategic planning services to GSA business lines and Staff Offices. OCFO also leads robotic process automation initiatives and workload elimination, optimization, and automation efforts.
- **Office of GSA IT (GSA IT)**

GSA IT provides staff with innovative technology to improve capabilities, productivity, mobility, agility, and cost savings. GSA IT solutions include laptops, mobile devices, collaborative cloud-based software, training, and technical support. GSA IT ensures GSA and Federal information security and privacy requirements are implemented agency-wide.
- **Office of Civil Rights (OCR)**

OCR administers five programs related to Federal civil rights laws and regulations: Equal Employment Opportunity, Affirmative Employment, Non-discrimination in Federally Conducted Programs and Activities, Environmental Justice, and Non-discrimination in Federally Assisted Programs and Activities. OCR also administers the appeals process for administrative grievances filed by GSA employees.
- **Office of Congressional and Intergovernmental Affairs (OCIA)**

OCIA maintains relationships with Congress; prepares and coordinates the GSA annual legislative program; communicates the GSA legislative program to OMB, Congress, and other interested parties; and works closely with OMB in the coordination and clearance of all proposed legislation affecting GSA.
- **Office of Customer Experience (OCE)**

OCE works with internal clients to enhance relationships with customers, industry partners, and both internal and external stakeholders. OCE improves the end-to-end experience of GSA customers by aligning operations to customer needs. OCE utilizes human-centered design approaches to promote three key behaviors: conducting representative customer research; synthesizing findings into actionable insights; and making incremental, measurable, and customer-focused improvements.
- **Office of General Counsel (OGC)**

OGC provides sound and timely legal advice and representation to GSA clients to enhance their ability to deliver the best value in real estate, acquisition, and technology services to the Government and the American people. OGC carries out all legal activities of GSA; ensures full and proper implementation of GSA's statutory responsibilities; and provides legal counsel to the Administrator, the Deputy Administrator, and other officials of GSA (with the exception of certain legal activities of the Office of Inspector General and the Civilian Board of Contract Appeals). The General Counsel is the chief legal officer of the agency and is responsible for legally sound implementation of GSA's mission responsibilities nationwide.

- **Office of Human Resources Management (OHRM)**
OHRM delivers comprehensive human resources services and solutions to GSA and its employees. OHRM's primary focus is to work with GSA Services and Staff Offices to attract, motivate, develop, retain, and reward employees to maintain and enhance a mission-ready workforce.
- **Office of Mission Assurance (OMA)**
OMA ensures resilience and continuity of the agency's critical business processes by integrating and coordinating activities across all domains of security (physical, personnel, and industrial), Homeland Security Presidential Directive 12 (HSPD-12) credentialing, emergency management, and contingency and continuity planning. OMA provides an enterprise-wide approach to mission assurance planning while ensuring the safety, privacy, and security of GSA facilities, personnel, and assets nationwide.
- **Office of Small and Disadvantaged Business Utilization (OSDBU)**
OSDBU has nationwide responsibility for GSA's small business programs, and is the chief advocate for small and disadvantaged businesses. OSDBU collaborates with GSA mission-delivery and support offices to meet and exceed statutory prime and subcontracting small business and socio-economic small business goals. OSDBU promotes small business access to GSA's nationwide procurement opportunities, ensures small business participation, and provides training.
- **Office of Strategic Communication (OSC)**
OSC is the agency's resource for all internal and external communication needs, using communication to help GSA meet its mission and business goals. OSC's services include: communication strategy planning and counseling; graphic design and production; media relations and stakeholder engagement; web and social media; audiovisual production and management; writing and editing; speechwriting and executive communication; and risk communication and crisis management.

INDEPENDENT OFFICES

- **Office of Inspector General (OIG)**
The OIG is an independent organization, responsible for promoting economy, efficiency, and effectiveness, and for detecting and preventing fraud, waste, and mismanagement in GSA programs and operations.
- **Civilian Board of Contract Appeals (CBCA)**
The CBCA is an independent tribunal housed within GSA. Its primary responsibility is to adjudicate contract disputes between civilian Federal agencies and contractors under the Contract Disputes Act.

FY 2022 ANNUAL PERFORMANCE PLAN

STRATEGIC FRAMEWORK

The strategic framework as defined in the GSA FY 2018–2022 Strategic Plan is presented below:

STRATEGIC GOALS (G)

<p>(G1) REAL ESTATE Save taxpayer money through better management of Federal real estate.</p>	<p>(G2) ACQUISITION Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government.</p>	<p>(G3) TECHNOLOGY Improve the way Federal agencies buy, build, and use technology.</p>	<p>(G4) SHARED SERVICES Design and deliver expanded shared services within GSA and across the Federal Government to improve performance and save taxpayer money.</p>
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STRATEGIC OBJECTIVES (SO) and PERFORMANCE GOALS (PG)

<p>SO 1.1 Reduce the cost of the Federal inventory.</p> <ul style="list-style-type: none"> ● PG 1.1.1 Reduce vacant space in inventory ● PG 1.1.2 Lease cost relative to the average market rate ● PG 1.1.3 Generate sufficient funds from operations to effectively operate GSA leased buildings ● PG 1.1.4 Timely award of non-competitive sales and donations ● PG 1.1.5 Timely award of public sale properties ● PG 1.1.6 Generate revenue from real property sales 	<p>SO 2.1 Design and deliver GSA products and services that yield measurable savings while aligning with customer mission objectives and changing market demand.</p> <ul style="list-style-type: none"> ● PG 2.1.1 Increase customer satisfaction ● PG 2.1.2 Expand the use of GSA acquisition solutions across the Government 	<p>SO 3.1 Lead Government-wide technology modernization initiatives.</p> <ul style="list-style-type: none"> ● PG 3.1.1 Provide agencies with cloud authorizations to modernize IT portfolios ● PG 3.1.2 Expand agencies' use of GSA technology solutions 	<p>SO 4.1 Develop new organizational capabilities to understand customer demand and deliver integrated offerings to support common business processes Government-wide.</p> <ul style="list-style-type: none"> ● PG 4.1.1 Expand centralized services
<p>SO 1.2 Establish GSA as a more effective provider of real estate services for all agencies.</p> <ul style="list-style-type: none"> ● PG 1.2.1 Reduce total energy intensity ● PG 1.2.2 Complete capital projects on schedule and on budget ● PG 1.2.3 Improve tenant satisfaction in Government-owned and -leased space — Facilities Management Index ● PG 1.2.4 Provide building cleaning and maintenance at competitive costs 	<p>SO 2.2 Make it easier to do business with the Government by simplifying processes and streamlining access for our customers and suppliers.</p> <ul style="list-style-type: none"> ● PG 2.2.1 Increase supplier satisfaction ● PG 2.2.2 Multiple Award Schedule (MAS) Sales 	<p>SO 3.2 Drive more efficient and innovative Government procurement of technology services.</p> <ul style="list-style-type: none"> ● PG 3.2.1 Improve agency technology procurement capabilities through acquisition consulting 	<p>SO 4.2 Promote adoption of shared services by agencies through policy, guidance, and benchmarking.</p> <ul style="list-style-type: none"> ● PG 4.2.1 Reduce barriers to entry to facilitate easier adoption of shared services
<p>SO 2.3 Enhance customer agency access to qualified small and socio-economic businesses.</p> <ul style="list-style-type: none"> ● PG 2.3.1 Create more opportunities for small and socio-economic businesses 	<p>SO 3.3 Lead implementation of technical standards, policies, and strategies.</p> <ul style="list-style-type: none"> ● PG 3.3.1 Provide agencies with the tools and resources to implement IT standards and policies 	<p>SO 4.3 Support the overall mission of GSA by investing in our employees and modeling how we deliver internal support services, while providing policy guidance across Government.</p> <ul style="list-style-type: none"> ● PG 4.3.1 Efficient and effective mission-support services at GSA (CXO and non-CXO functions) ● PG 4.3.2 Highly engaged GSA workforce that is prepared to support and deliver new and expanded offerings 	

STRATEGIC OBJECTIVES (SO) and PERFORMANCE INDICATORS (PI) SUMMARY

SO 1.1 Reduce the cost of the Federal inventory

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 1.1.1 Vacant space in inventory ↓	PBS	3.3%	3.3%	3.1%	3.0%	3.0%	3.0%
PI 1.1.2 Lease cost relative to average market rate ↓	PBS	-5.2%	-17%	-12.6%	≤ -7.0%	≤ -7.0%	≤ -11.0%
PI 1.1.3 Percent of leased revenue available after administering leasing program ↔	PBS	-0.40%	-0.56%	-0.8%	-1.1% to 1%	-1.1% to 1%	-1.1% to 1%
PI 1.1.4 Percent of non-competitive sales and donations awarded within 220 days ↑	PBS	97.5%	98%	95.5%	93%	93%	93%
PI 1.1.5 Percent of public sale properties awarded within 135 days ↑	PBS	98%	99%	100%	98%	98%	98%
PI 1.1.6 Gross sales revenue from GSA disposals (in millions) ↑	PBS	\$76.4	\$61.7	\$38.2	\$15.0	\$13.5	\$15.0

SO 1.2 Establish GSA as a more effective provider of real estate services for all agencies

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 1.2.1 Energy intensity reduction (cumulative % reduction from baseline year) ↑ *	PBS	5.41%	5.06%	11.78%	5.31%	12.03%	0.25% increase over FY 2021 results
PI 1.2.2 Percent of capital construction projects on schedule and on budget ↑	PBS	90%	98%	93%	90%	TBD	TBD
PI 1.2.3 Tenant satisfaction with Government-owned and -leased space (Facilities Management Index) ↑	PBS	69%	70%	N/A**	71%	N/A**	70%
PI 1.2.4 Percent of cleaning and maintenance costs within market range ↑	PBS	73.6%	72%	74%	80%	80%	80%

* FY 2020 target was reset based on Executive Order 13834, Efficient Federal Operations.

** The Tenant Satisfaction Survey was not executed in FY 2020 and will not be executed in FY 2021 due to low occupancy in Federal buildings in response to the COVID-19 pandemic.

SO 2.1 Design and deliver GSA products and services that yield measurable savings while aligning with customer mission objectives and changing market demand

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 2.1.1 Customer loyalty score (10-point scale) ↑	FAS	7.5	7.6	7.9	7.6	7.9	8.0
PI 2.1.2 Acquisition program savings (in billions) ↑	FAS	\$5.86	\$6.51	\$5.31	\$6.6	\$5.0	\$5.1

SO 2.2 Make it easier to do business with the Government by simplifying processes and streamlining access for our customers and suppliers

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 2.2.1 Supplier satisfaction score (5-point scale) ↑	FAS	3.69	3.65	3.81	3.70	3.85	3.90
PI 2.2.2 Multiple Award Schedule (MAS) Sales (in billions) ↑	FAS	\$31.2	\$32.0	\$36.6	\$32.3	\$32.5	\$33.0

SO 2.3 Enhance customer agency access to qualified socio-economic entities

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 2.3.1(a) Percent of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	38.82%	42.69%	49.43%	29.0%	30%	TBD*
PI 2.3.1(b) Percent of GSA contract dollars awarded through prime contracting to each socio-economic small business category ↑ SDB / WOSB / SDVOSB (SDV) / HUBZone (HUB) **	OSDBU	SDB 19.94% WOSB 8.55% SDV 5.63% HUB 3.98%	19.31% 10.00% 5.06% 3.90%	22.18% 10.41% 8.91% 4.39%	5% 5% 3% 3%	5% 5% 3% 3%	5% 5% 3% 3%
PI 2.3.1(c) Percent of GSA contract dollars awarded to small business through subcontracting ↑	OSDBU	24.1%	22.1%	29.3%	24.0%	20%	TBD*
PI 2.3.1(d) Percent of GSA contract dollars awarded through subcontracting to each socio-economic small business category ↑ SDB / WOSB / SDVOSB / HUBZone**	OSDBU	SDB 5.50% WOSB 4.40% SDV 1.62% HUB 0.94%	4.00% 4.50% 1.60% 0.70%	4.35% 4.82% 2.93% 1.21%	5% 5% 3% 3%	5% 5% 3% 3%	5% 5% 3% 3%

* Targets will be set by the Small Business Administration (SBA).

** SDB = Small Disadvantaged Business; WOSB = Women-Owned Small Business; SDVOSB = Service-Disabled Veteran-Owned Small Business; HUBZone = Historically Underutilized Business Zone

(SO 2.3 continued)

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 2.3.1(e) Agency peer review score of Small Business Act compliance ↑ (SBA scorecard composite score)	OSDBU	20.5%	21%	TBD*	20%	20%	20%
PI 2.3.1(f) Small business diversification across industries ↑ (SBA scorecard composite score)	OSDBU	11.8%	8.8%	TBD*	10%	10%	10%
PI 2.3.1(g) Percent of Multiple Award Schedule (MAS) business volume from small businesses ↑	FAS	38.4%	38.8%	37.2%	33.0%	35.0%	36.0%

* The Small Business Administration (SBA) will report FY 2020 results when available.

SO 3.1 Lead Government-wide technology modernization initiatives

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 3.1.1 Number of times FedRAMP authorized products have been reused by agencies (cumulative) ↑	FAS	904	1,273	1,847	N/A	2,397	3,002
PI 3.1.2 Percent of Major IT Project spend with GSA involvement ↑	FAS	22%	23%	28.9%	24%	29%	31%

SO 3.2 Drive more efficient and innovative Government procurement of technology services

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 3.2.1(a) Centers of Excellence (# of Interagency Agreements (IAAs) signed) (cumulative) ↑	FAS	2	5	16	7	18	28
PI 3.2.1(b) Centers of Excellence (#) (cumulative) ↑	FAS	5	14	35	19	38	50

SO 3.3 Lead implementation of technical standards, policies, and strategies

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 3.3.1(a) Number of cloud strategies and action plans developed in accordance with update to Data Center Optimization Initiative (DCOI) ↑	OGP	N/A	N/A	5	5	5	5
PI 3.3.1(b) Number of CFO Act agencies with updated risk assessments completed utilizing Federal Identity, Credential, and Access Management (FICAM) playbooks and tool (cumulative) ↑	OGP	N/A	N/A	6	6	12	16

SO 4.1 Develop new organizational capabilities to understand customer demand and deliver integrated offerings to support common business processes Government-wide

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 4.1.1 Number of agency-owned (non-GSA) vehicles consolidated by GSA ↑	FAS	1,790	1,805	1,597	1,500	2,000	3,000

SO 4.2 Promote adoption of shared services by agencies through policy, guidance, and benchmarking

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 4.2.1(a) Number of business lines that go through a readiness assessment ↑	OGP	5	1	1	1	1	1
PI 4.2.1(b) Number of components that have advanced to the next stage of the standards development process as part of the FIBF ↑	OGP	5	15	21	12	12	12

SO 4.3 Support the overall mission of GSA by investing in our employees and modeling how we deliver internal support services, while providing policy guidance across Government

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Targets	FY 2021 Targets	FY 2022 Targets
PI 4.3.1(a) Total GSA operating cost as a percentage of goods and services provided ↓	OCFO	8.45%	8.01%	7.64%	8.60%	8.25%	8.25%
PI 4.3.1(b) Effectiveness of GSA CXO functions, as measured by customer satisfaction (7-point scale) ↑	CXO	5.16	5.42	5.49	5.27	5.40	5.45
PI 4.3.1(c) Percent of GSA IT portfolio utilizing cloud technologies ↑	GSA IT	47%	50%	52.9%	52%	53%	55%
PI 4.3.1(d) Competition rate for GSA acquisitions ↑	OGP	82.6%	85.4%	84.2%	80.0%	80.0%	80.0%
PI 4.3.1(e) Competitive One-Bid rate for GSA acquisitions ↓	OGP	18.0%	15.4%	14.8%	15.0%	15.0%	15.0%
PI 4.3.2 GSA Overall Employee Engagement Index (EEI) ↑	GSA Service & Staff Offices	76%	78%	83%	N/A	83%	1% increase from FY21 result or target is the result score for previous year*

**If FY 2021 EEI score decreases from the FY 2020 result, then the FY 2022 target would be the FY 2021 result plus a 1 percent increase. If FY 2021 EEI score remains constant or increases from FY 2020 result, then the FY 2022 target would equal the FY 2021 result.*

FY 2022 ANNUAL PERFORMANCE PLAN DETAILS

STRATEGIC GOAL 1



Save taxpayer money through better management of Federal real estate.

GSA will continue to achieve significant cost savings for the Federal Government by optimizing the use of the GSA real estate portfolio. In light of the COVID-19 pandemic, effective asset management, integrated delivery of workspace solutions, and consistent application of project management principles will help GSA to provide customers the opportunity to maintain safe and efficient work environments, reduce real estate costs, and effectively deliver on their missions. As GSA develops new strategies towards the effective use of GSA space, a focus on reduced real estate costs will continue to provide opportunities for customers to shift spending to mission-related activities.

Portfolio planning with customers at the national and local levels enables customers to consider innovative workplace strategies and arrive at cost-effective, state-of-the-art real estate solutions. GSA will continue to promote investments to optimize federally owned assets and lower the cost of the leased portfolio. GSA will continue to increase the sales of under-utilized federally owned property to ensure a Government-owned portfolio of high-performing assets.

Strategic Objective 1.1: Reduce the cost of Federal inventory.

PBS’ portfolio is significantly older than the average private sector portfolio, frequently resulting in a higher cost to operate. As a result, PBS initiated steps to create a portfolio that is financially sustainable by reducing the cost of the real property inventory. Through targeted investments in buildings that can generate a return, GSA can increase both utilization and quality, and create an affordable cost structure as the centerpiece of its Real Estate Investment Strategy.

Goal Leader	Allison Azevedo, Acting Commissioner Public Buildings Service
Contributing Programs	<ul style="list-style-type: none"> ● Portfolio Management and Customer Engagement ● Leasing ● Real Property Utilization and Disposal ● Construction and Acquisition

Performance Goal 1.1.1 - Reduce vacant space in inventory	
Benefit to the Public	Better utilization of Federal workspace reduces the Government’s operational costs.
Performance Indicator Definition	Vacant space in inventory: Reflects the vacant space in GSA's owned and leased space, without a customer agency paying rent. Specifically, it reports the total square feet of unoccupied space as a percentage of total square feet in GSA's owned and leased workspace inventory. GSA excludes space currently undergoing major renovation. Data source is <i>Real Estate Across the United States</i> (REXUS) inventory data set.

PI 1.1.1 Vacant space in inventory

Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	3.2%	2.9%
2018	3.0%	3.3%
2019	3.0%	3.3%
2020	3.0%	3.1%
2021	3.0%	N/A
2022	3.0%	N/A

Performance Goal 1.1.2 - Generate savings by negotiating leases at or below market rates

Benefit to the Public	Negotiating leases at or below comparable market costs ensures GSA acquires Federal office space at the best value for the taxpayer.
Performance Indicator Definition	Lease cost relative to the average market rate: Compares the aggregate net present value (NPV) of the costs of the GSA deals to the aggregate NPV of the market deals for equivalent office space.

PI 1.1.2 Lease cost relative to the average market rate

Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	Baseline	-3.7%
2018	Baseline	-5.2%
2019	Baseline	-17.0%
2020	≤ -7.0%	-12.6%
2021	≤ -7.0%	N/A
2022	≤ -11.0%	N/A

Performance Goal 1.1.3 - Generate sufficient funds from operations to effectively operate GSA leased buildings	
Benefit to the Public	Achieving break-even status in lease revenue available after program administration costs demonstrates that the leasing program can efficiently operate within the fees collected from customer agencies. Efficient delivery of leased workspace provides agencies greater flexibility in housing their workforce and operations and managing their resources.
Performance Indicator Definition	<p>Percent of leased revenue available after administering the leasing program:</p> <p>This performance indicator measures the leasing program’s revenue available after program administration costs and is calculated by taking the leased inventory revenue minus all expenses (excluding depreciation) associated with the inventory. If the measure is negative, costs were greater than revenues.</p>

PI 1.1.3 Percent of leased revenue available after administering leasing program

Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	0% to 2%	-0.59%
2018	0% to 2%	-0.40%
2019	0% to 2%	-0.56%
2020	-1.1% to 1%	-0.8%
2021	-1.1% to 1%	N/A
2022	-1.1% to 1%	N/A

Performance Goal 1.1.4 - Timely award of non-competitive sales and donations	
Benefit to the Public	Decreasing cycle times for non-competitive sales and donations increases the speed of disposing surplus Federal property and supports the management of a financially self-sustaining portfolio. Maintaining a viable, self-sustaining inventory of real properties ensures Federal agencies have the appropriate facilities at the best cost.
Performance Indicator Definition	<p>Percent of non-competitive sales and donations awarded within 220 days:</p> <p>Reports the number of non-competitive sales and donations awarded within 220 days (minus hold times) as a percentage of total public sales. Hold time occurs when a disposal action experiences a delay because of pending legislation, environmental concerns, title problems, historical building reviews, or litigation.</p> <p>Non-competitive sales and donations include negotiated sales, public benefit conveyances, and Federal transfers. The time of award refers to the date the property is transferred to another agency, assigned to a sponsoring agency, or deeded to a public body.</p>

PI 1.1.4 Percent of non-competitive sales and donations awarded within 220 days

Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	90%	90%
2018	93%	97.5%
2019	93%	98%
2020	93%	95.5%
2021	93%	N/A
2022	93%	N/A

Performance Goal 1.1.5 - Timely award of public sale properties

Benefit to the Public	Decreasing the cycle time for public sales accelerates the disposal of surplus Federal properties and supports the management of a financially self-sustaining portfolio of Federal real property assets. Maintaining a viable, self-sustaining inventory of real property ensures Federal agencies have the appropriate facilities at the best cost.
Performance Indicator Definition	Percent of public sale properties awarded within 135 days: Reports the number of public sales awarded within 135 days (minus hold times) as a percentage of total public sales. Hold time occurs when the disposal experiences an unavoidable delay because of pending legislation, historical building reviews, or litigation. The time of award refers to the date the offer to purchase is completed by GSA and the purchaser.

PI 1.1.5 Percent of public sale properties awarded within 135 days

Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	90%	98%
2018	98%	98%
2019	98%	99%
2020	98%	100%
2021	98%	N/A
2022	98%	N/A

Performance Goal 1.1.6 - Generate revenue from GSA disposals	
Benefit to the Public	Executing disposals in an accelerated and effective manner reduces the Government’s inventory of civilian real property, returns underutilized and highly valuable real property to productive use, and ensures effective monetary value returned on the public’s investments.
Performance Indicator Definition	Gross sales revenue from GSA disposals (\$): This measure will track the total gross revenue of all GSA Federal real properties brought to successful sale in fiscal years 2020 and 2021. This will include all sales and those done under any other disposal method. It will also include any revenue from Federal transfers.

PI 1.1.6 Gross sales revenue from GSA disposals (in millions)

Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	N/A	\$50.2
2018	N/A	\$76.4
2019	\$15.0	\$61.7
2020	\$15.0	\$38.2
2021	\$13.5	N/A
2022	\$15.0	N/A

Strategic Objective 1.2: Establish GSA as a more effective provider of real estate services for all agencies.

GSA continues to support Federal agencies in fulfilling their mission by offering integrated turn-key services, providing high-quality facility and workspace solutions, and improving responsiveness and value to customers. Adding to ongoing efforts, GSA will focus on reducing costs without reducing service levels through increased use of standardized contracts and GSA procurement tools for building operations and maintenance contracting. To more fully assess customer experience, GSA will use an improved methodology to gauge the Federal customer’s experience and satisfaction with services. GSA will provide staff with the tools to ensure delivery of high-quality services.

Goal Leader	Allison Azevedo, Acting Commissioner Public Buildings Service
Contributing Programs	<ul style="list-style-type: none"> ● Portfolio Management ● Real Property Disposal ● Construction and Acquisition ● Building Operations ● Repairs and Alterations ● GSA Customer Experience

Performance Goal 1.2.1 - Reduce total energy intensity

Benefit to the Public	Energy conservation and efficient operations in Federal workspaces lowers costs to the American people, provides greater availability of domestic energy resources for other purposes, and contributes to better air quality, energy independence, and mission assurance.
Performance Indicator Definition	<p>Energy intensity reduction (cumulative percent reduction in British thermal units of energy per gross square foot (BTU/GSF), from baseline year of FY 2015):</p> <p>This measure assesses PBS' progress towards improving energy intensity in its facilities over time. Energy intensity (sometimes called energy usage index) is a common metric for describing energy efficiency in buildings, and it is measured in BTU/GSF.</p>

**PI 1.2.1 Energy intensity reduction
(cumulative percent reduction from FY 2015 baseline)**

Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	5.00%	6.41%
2018	7.50%	5.41%
2019	5.66%	5.06%
2020	5.31%	11.78%*
2021	12.03%	N/A
2022	0.25% increase over FY 2021 results	N/A

* Low occupancy in buildings due to COVID-19 was a major factor for FY 2020 results.

Performance Goal 1.2.2 - Complete capital projects on schedule and on budget

Benefit to the Public	Delivering space when needed enables customer agencies to most effectively carry out their missions. GSA’s efficient delivery of new and renovated facilities reduces resource demands on customer agencies and translates into higher operational effectiveness and lower operational costs.
Performance Indicator Definition	<p><u>Percent of capital construction projects on schedule and on budget:</u></p> <p>Reports the percentage of prospectus-level construction projects completed on schedule and budget, weighted by the contract value. Using an earned value technique, this measure assesses project performance on all prospectus-level projects.</p> <p>The project weighting criteria is based on total current contract value, which places more emphasis on large, important projects that are critical to the GSA real estate portfolio.</p> <p>NOTE: Results for this measure will not be available in FY 2021 and FY 2022 as a result of a methodological change. This decision was made by GSA at the end of FY 2020 to increase visibility on project impacts (COVID-19, for example) and reduce the significant administrative burden associated with the current project-specific adjudication process. As a result, GSA is no longer adjudicating projects for factors outside of GSA's control. GSA is in the process of developing a new measure that will more accurately assess the performance of capital construction projects with current year and outyear targets set as part of that process.</p>

PI 1.2.2 Percent of capital construction projects on schedule and on budget

Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	90%	99%
2018	90%	90%
2019	85%	98%
2020	90%	93%
2021	TBD	N/A
2022	TBD	N/A

Performance Goal 1.2.3 - Improve tenant satisfaction in Government-owned and -leased space.	
Benefit to the Public	Tenant satisfaction is a good barometer for GSA to measure how well it is providing safe, reliable, productive, and sustainable workplace environments that support the business of the Federal Government at the best value to the taxpayer.
Performance Indicator Definition	<p>Tenant satisfaction with Government-owned and -leased space – Facilities Management (FM) Index:</p> <p>The FM Index comprises nine existing questions from the Tenant Satisfaction Survey related to the condition of the building and grounds, common areas, restrooms, and elevators. Each question relates to areas of the building that GSA’s facility managers directly influence or control.</p> <p>To calculate the FM Index score, all of the “4” and “5” responses for those nine questions are added up and divided by the total number of responses.</p>

**PI 1.2.3 Tenant satisfaction with Government-owned and -leased space
Facilities Management (FM) Index**

Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	Baseline	70%
2018	69%	69%
2019	70%	70%
2020	71%	N/A*
2021	N/A*	N/A*
2022	70%	N/A

**The Tenant Satisfaction Survey was not executed in FY 2020 and will not be executed in FY 2021 due to low occupancy in Federal buildings in response to the COVID-19 pandemic.*

Performance Goal 1.2.4 - Provide building cleaning and maintenance at competitive costs	
Benefit to the Public	This goal ensures customer agencies are paying competitive market rates for building services. When costs are competitive, agencies can put more of their resources towards meeting mission requirements.
Performance Indicator Definition	<p>Percent of cleaning and maintenance costs within market range:</p> <p>GSA tracks the percentage of cleaning and maintenance costs against the market. Eighty percent of Federal buildings are tracked in the measure. The Building Owners and Managers Association International’s (BOMA) Experience Exchange Report data and RS Means city cost data are used to benchmark PBS against private sector operations for office and office-like buildings.</p>

PI 1.2.4 Percent of cleaning and maintenance costs within market range

Lead Office: Public Buildings Service

Fiscal Year	Target	Results
2017	80%	73.2%
2018	78%	73.6%
2019	80%	72%
2020	80%	74%
2021	80%	N/A
2022	80%	N/A

STRATEGIC GOAL 2**Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government.**

GSA is committed to delivering service, innovation, and value through efficient operations, market expertise, and proactive partnerships with customer agencies and private sector vendors. Generating economies of scale is the cornerstone of GSA's acquisition solutions, enabling the agency to negotiate better prices. Every day, GSA helps customers make smart purchasing decisions to acquire the goods and services they need.

GSA is dedicated to improving the contract vehicles, services, and products provided to Federal agencies, military, and State and local entities. GSA makes access to the Government marketplace easier, faster, and less costly to small and socio-economic businesses. GSA is achieving this by designing and delivering solutions that meet current needs and anticipate future requirements.

Strategic Objective 2.1: Design and deliver GSA products and services that yield measurable savings while aligning with customer mission objectives and changing market demand.

Using the purchasing power of the Federal Government, GSA reduces Federal agencies' operating costs, enabling them to focus on their core missions to serve the public at the best value. GSA is always looking for new ways to help these agencies make their purchases smarter and more efficient. This ability to achieve savings or avoid costs depends largely on standardizing requirements across Federal agencies that collectively leverage the Government's purchasing power. Throughout GSA's acquisition operations, the goal is to place customers at the center of operations, develop common requirements across the Government, and increase the adoption of solutions for agencies' common needs. With these goals in mind, GSA has developed robust strategies to meet the current and future demands of its customers.

In order to fully maximize the purchasing power of the Federal Government, GSA will provide market intelligence and acquisition expertise to the Federal Marketplace. Efforts to improve the Federal Marketplace include optimizing the buying experience by enhancing FAS' acquisition vehicles, focusing on human-centered processes and systems, and emphasizing workforce readiness. GSA is committed to bringing Government-wide contract spend into common categories to further capture economies of scale. This approach also creates economies of skill for the Government as a whole when agencies can rely on GSA to deliver the right goods and services for their mission needs.

GSA will continue to expand the use of data and business intelligence capabilities to better understand, anticipate, and deliver customer requirements relative to specific markets and industries.

Goal Leader	Sonny Hashmi, Commissioner Federal Acquisition Service
Contributing Programs	<ul style="list-style-type: none"> ● Customer and Stakeholder Engagement ● Assisted Acquisition Services ● Information Technology Category ● General Supplies and Services ● Travel, Transportation, and Logistics ● Office of Enterprise Strategy Management

<p>Performance Goal 2.1.1 - Increase customer satisfaction</p> <p>Within its acquisition offerings, GSA knows that loyal customers see value in the agency’s offerings and are likely to recommend GSA’s goods and services to others. The model GSA uses to evaluate loyalty is built on decades of empirical research around factors that consistently influence loyalty intentions (e.g., likelihood to recommend) as well as behaviors (e.g., repurchase).</p>	
<p>Benefit to the Public</p>	<p>Assessing customer loyalty allows GSA to take action to improve program operations. The network of suppliers and vendors GSA leverages to provide customer agencies with goods and services is essential to service delivery. Through positive working relationships that are mutually beneficial for the supplier and customer, GSA is able to provide better service to customers, and ultimately to the public.</p>
<p>Performance Indicator Definition</p>	<p>Customer loyalty score:</p> <p>Tracks customer loyalty and ensures GSA’s FAS is effective at meeting customer requirements. GSA identifies customers and develops a questionnaire to ensure program offices have actionable recommendations for areas of improvement. The result represents the average score across three loyalty intention items for each respondent. Responses are rated on a 10-point scale where “1” equals “not at all likely” and “10” equals “very likely.”</p> <p>The three key questions are:</p> <ul style="list-style-type: none"> ● How likely are you to recommend [program office] to others? ● How likely are you to continue to use [program office] in the future? ● How likely are you to consider [program office] as your first choice for [product/service]?

PI 2.1.1 Customer loyalty score (10-point scale)

Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2017	7.3	7.4
2018	7.4	7.5
2019	7.5	7.6
2020	7.6	7.9
2021	7.9	N/A
2022	8.0	N/A

Performance Goal 2.1.2 - Expand the use of GSA acquisition solutions across the Government

Federal agencies operate in a constrained budget environment and seek to maximize every dollar. When agency customers utilize FAS solutions, they are able to purchase the goods and services needed to execute their mission at reduced cost, enabling them to focus resources on mission-critical activities. GSA generates additional savings for agencies by expanding the use of strategic buying practices using market intelligence and Government-wide collaboration.

Benefit to the Public Achieving this goal will result in greater savings, enabling customer agencies to meet mission-critical needs at a lower cost.

Performance Indicator Definition: Acquisition program savings:
 Annual targets are developed by aggregating various program-specific targets across FAS, each with a specific methodology for calculating savings. The types of savings fall into one of three groups:

- Savings realized by utilizing FAS procurement vehicles compared to commercial alternatives;
- Savings realized through FAS offerings compared to other Government offerings; and
- Savings returned to customers via bank refunds for using a FAS purchase, travel, or fleet card.

PI 2.1.2 Acquisition program savings (in billions)

Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2017	\$5.24	\$5.17
2018	\$5.22	\$5.86
2019	\$5.90	\$6.51
2020	\$6.60	\$5.31
2021	\$5.00	N/A
2022	\$5.10	N/A

Strategic Objective 2.2: Make it easier to do business with the Government by simplifying processes and streamlining access for our customers and suppliers.

The work that GSA does allows its customer agencies to better focus on their missions. Partnership on all levels is critical to the success of GSA. Strong partnerships with other agencies and suppliers are essential, supporting decisions that create value and savings for GSA’s customers and the American public. Doing business with GSA must be an easy and reliable experience. GSA must continuously improve its processes and systems to make them as simple and streamlined as possible.

The Federal Marketplace Strategy is designed to create a seamless, people-centric buying and selling experience. FY 2021 improvements under the Federal Marketplace Strategy focus on consolidating the schedules program, improving the data underlying the product and service search capabilities, assessing the proof of concept on commercial buying, and expanding implementation of the FAS-wide Acquisition Life Cycle Management System.

Goal Leader	Sonny Hashmi, Commissioner Federal Acquisition Service
Contributing Programs	<ul style="list-style-type: none"> ● FAS Systems Management ● GSA IT ● MAS Program Management Office (PMO) ● FAS Commissioner's Office ● Policy and Compliance ● Customer and Stakeholder Engagement ● Office of Enterprise Strategy Management

<p>Performance Goal 2.2.1 - Increase supplier satisfaction</p> <p>The network of suppliers that GSA leverages to provide products and services are critical to its success in meeting the day-to-day needs of customer agencies and providing complex, innovative, and customized solutions. Creating a mutually beneficial operating environment between the Government and the supplier community allows GSA to offer a diverse set of products and services to customer agencies at best value.</p>	
Benefit to the Public	Strong supplier relationships make interactions between the Government and industry more efficient, transparent, and cost effective, creating lower-cost services that maximize taxpayer dollars. When Government and industry collaborate effectively, the highest-quality solutions can be delivered to meet customer agencies’ missions to the public.
Performance Indicator Definition	Supplier satisfaction score: The Supplier Relationship Management Survey is distributed annually to over 13,000 unique industry partners with contracts covering a diverse portfolio of GSA contract vehicles. The sources for the vendors are e-Library, Federal Procurement Data System - Next Generation (FPDS-NG), and GSA’s Salesforce database.

	Respondents are asked “Please consider all of your experiences interacting with [GSA program]. How satisfied are you?” Responses are rated on a 5-point scale where “1” equals “Very Dissatisfied” and “5” equals “Highly Satisfied.” The overall score represents the average of each portfolio’s average score.
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PI 2.2.1 Supplier satisfaction score (5-point scale)

Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2017	N/A	3.61
2018	3.80	3.69
2019	3.73*	3.65
2020	3.70	3.81
2021	3.85	N/A
2022	3.90	N/A

**Metric methodology was revised in FY 2018. FY 2019 target forward based on new methodology.*

Performance Goal 2.2.2 - Multiple Award Schedule (MAS) Sales

As part of GSA’s Federal Marketplace Strategy to make the Government buying and selling experience easy, efficient, and modern, GSA consolidated 24 schedules into 1 single schedule for products, services, and solutions for more than 12,000 vendors. The single schedule provides the opportunity for industry to come to market the way the agencies buy.

Benefit to the Public	The consolidated MAS with consistent terms makes it easier for suppliers to do business with the Government and makes it easier for agencies (buyers) to navigate the MAS program to find and acquire goods and services for sales.
Performance Indicator Definitions	Multiple Award Schedule Sales (in billions): Measured by increase in business volume. Sales for the MAS program are reported via the Sales Reporting Portal and when the Industrial Funding Fee (IFF) is remitted. The information is validated by a comparison and variance from the Office of the Chief Financial Officer related to the revenue submitted for the MAS program.

PI 2.2.2 Multiple Award Schedule Sales (in billions)

Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2019	N/A	\$32.0
2020	\$32.3	\$36.6
2021	\$32.5	N/A
2022	\$33	N/A

Strategic Objective 2.3: Enhance customer agency access to qualified small and socio-economic businesses.

GSA will collaborate with GSA leadership and the acquisition workforce on Federal acquisition requirements and best practices to promote opportunities for small and socio-economic small businesses. This encompasses all small businesses, including Small Disadvantaged Businesses (SDB), Women-Owned Small Businesses (WOSB), Service-Disabled Veteran Owned Small Businesses (SDVOSB), and Historically Underutilized Business Zones (HUBZone).

GSA ensures that small business and socio-economic small business participation is maximized in Federal procurement, which encourages the achievement of GSA’s prime and subcontracting goals. GSA’s Office of Small and Disadvantaged Business Utilization (OSDBU) actively participates as a member of the acquisition team during forecasting of opportunities and the acquisition planning phase. By drawing on a wider group of vendors, GSA is able to enhance diversity, equity, access, and inclusiveness in Government-wide acquisitions.

<p>Goal Leaders</p>	<p>Exodie C. Roe, III, Associate Administrator Office of Small and Disadvantaged Business Utilization</p> <p>Sonny Hashmi, Commissioner Federal Acquisition Service</p> <p>Allison Azevedo, Acting Commissioner Public Buildings Service</p>
<p>Contributing Programs</p>	<ul style="list-style-type: none"> ● Office of Small and Disadvantaged Business Utilization ● Federal Acquisition Service <ul style="list-style-type: none"> ○ Multiple Award Schedule PMO ○ Customer and Stakeholder Engagement ● Public Buildings Service

<p>Performance Goal 2.3.1 - Create more opportunities for small and socio-economic businesses</p>	
<p>By increasing access to small and socio-economic businesses for GSA contract requirements and GSA-managed Government-wide acquisition vehicles, GSA spurs job growth and drives the economy forward.</p>	
<p>Benefit to the Public</p>	<p>Small businesses power the economy and contracting with them is a win-win for the Government and the small business community. The Government receives great service at a great value, while small businesses are provided opportunities to grow and create jobs. GSA offers opportunities to small businesses and socio-economic small businesses across the country through contract vehicles, contracts GSA awards for other agencies, and subcontracting opportunities.</p>
<p>Performance Indicator Definitions</p>	<p>(a) Percent of GSA contract dollars awarded to small business through prime contracting:</p>

Tracks the percent of dollars awarded from GSA contracts to small business through prime contracting. GSA measures the overall percentage of eligible procurement dollars awarded to small business for prime contracting.

- (b) Percent of GSA contract dollars awarded through prime contracting to each socio-economic small business category (SDB/WOSB/SDVOSB/HUBZone):
Tracks the percent of dollars awarded from GSA prime contracting by measuring the overall percentage of eligible procurement dollars awarded to each socio-economic category:
- SDB,
 - WOSB,
 - SDVOSB, and
 - HUBZone contracting, respectively.
- (c) Percent of GSA contract dollars awarded to small business through subcontracting:
Tracks the percent of GSA prime contract dollars awarded to small business through subcontracting. Subcontracting results also exclude mandatory sources, contracts not governed by the Federal Acquisition Regulation, and product service codes for leasing.
- (d) Percent of GSA contract dollars awarded through subcontracting to each socio-economic small business category (SDB/WOSB/SDVOSB/HUBZone):
Tracks the percent of GSA prime contract dollars awarded through subcontracting by measuring the overall percentage of eligible procurement dollars awarded to each socio-economic category:
- SDB,
 - WOSB,
 - SDVOSB, and
 - HUBZone subcontracting, respectively.
- (e) Agency peer review score of Small Business Act compliance (U.S. Small Business Administration (SBA) scorecard composite score):
Represents the achieved score for compliance with section 15(k) of the Small Business Act. The scoring is weighted as 20 percent of the overall agency scorecard score, and is based on an annual peer review conducted across agencies in accordance with SBA's standards. Twenty percent on the peer review represents a perfect score on SBA's Small Business Scorecard. The result represents GSA's achievement in relation to the 20-percent target. Agencies can achieve scores above the target level if they show extraordinary performance.
- (f) Small business diversification across industries (SBA scorecard composite score):
Measures the diversification of small business contractors in each of the 5 small business categories within GSA's top 100 North American Industry Classification System (NAICS) codes. Scoring is based on SBA's annual methodology, encompassing 10 percent of the overall agency score. The result represents GSA's achievement in relation to the 10-percent goal.

Agencies can achieve scores above the target level if they show extraordinary performance.

(g) Percent of Multiple Award Schedule (MAS) business volume from small businesses:
 Reports the percentage of MAS business volume attributed to small businesses each year by calculating the GSA MAS total business volume in dollars attributed to small businesses and dividing by the total business volume.

PI 2.3.1(a) Percent of GSA contract dollars awarded to small business through prime contracting

Lead Office: Office of Small and Disadvantaged Business Utilization

Fiscal Year	Target*	Results
2017	36.5%	42.68%
2018	35.0%	38.82%
2019	30.0%	42.69%
2020	29.0%	49.43%
2021	30.0%	N/A
2022	TBD	N/A

* Targets reflect goals established by SBA for fiscal year performance.

PI 2.3.1(b) Percent of GSA contract dollars awarded through prime contracting to each socio-economic small business category (SDB/WOSB/SDVOSB/HUBZone)

Lead Office: Office of Small and Disadvantaged Business Utilization

Fiscal Year	Targets*	Results
2017		SDB 22.60%
		WOSB 8.85%
		SDVOSB 6.45%
		HUBZone 4.95%
2018		SDB 19.94%
		WOSB 8.55%
		SDVOSB 5.63%
		HUBZone 3.98%
2019	SDB 5%	SDB 19.31%
	WOSB 5%	WOSB 10.00%
	SDVOSB 3%	SDVOSB 5.06%
	HUBZone 3%	HUBZone 3.90%
2020		SDB 22.18%
		WOSB 10.41%
		SDVOSB 8.91%
		HUBZone 4.39%
2021		N/A
2022		N/A

* Targets reflect statutory requirements for fiscal year performance and are determined by SBA.

PI 2.3.1(c) Percent of GSA contract dollars awarded to small business through subcontracting

Lead Office: Office of Small and Disadvantaged Business Utilization

Fiscal Year	Target*	Results
2017	29.0%	42.4%
2018	29.0%	24.1%
2019	25.5%	22.1%
2020	24.0%	29.3%
2021	20.0%	N/A
2022	TBD	N/A

* Targets reflect goals established by SBA for fiscal year performance.

PI 2.3.1(d) Percent of GSA contract dollars awarded through subcontracting to each socio-economic small business category (SDB/WOSB/SDVOSB/HUBZone)

Lead Office: Office of Small and Disadvantaged Business Utilization

Fiscal Year	Targets*	Results
2018		SDB 5.50% WOSB 4.40% SDVOSB 1.62% HUBZone 0.94%
2019	SDB 5% WOSB 5% SDVOSB 3% HUBZone 3%	SDB 4.00% WOSB 4.50% SDVOSB 1.60% HUBZone 0.70%
2020		SDB 4.35% WOSB 4.82% SDVOSB 2.93% HUBZone 1.21%
2021		N/A
2022		N/A

* Targets reflect statutory requirements for fiscal year performance.

PI 2.3.1(e) Agency peer review score of Small Business Act compliance (SBA scorecard composite score)

Lead Office: Office of Small and Disadvantaged Business Utilization

Fiscal Year	Target*	Results
2017	20%	19.9%
2018	20%	20.5%
2019	20%	21%
2020	20%	TBD**
2021	20%	N/A
2022	20%	N/A

* Targets are set by SBA.

** Results to be provided by SBA.

PI 2.3.1(f) Small business diversification across industries (SBA scorecard composite score)

Lead Office: Office of Small and Disadvantaged Business Utilization

Fiscal Year	Target*	Results
2017	10%	10.6%
2018	10%	11.8%
2019	10%	8.8%
2020	10%	TBD**
2021	10%	N/A
2022	10%	N/A

* Targets are set by SBA.

** Results to be provided by SBA.

PI 2.3.1(g) Percent of Multiple Award Schedule (MAS) business volume from small businesses

Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2017	33.0%	39.7%
2018	33.0%	38.4%
2019	33.0%	38.8%
2020	33.0%	37.2%
2021	35.0%	N/A
2022	36.0%	N/A

STRATEGIC GOAL 3

Improve the way Federal agencies buy, build, and use technology.



Technology is critical to how every agency accomplishes its mission and serves the public. It is at the core of running mission-support operations, safeguarding critical information, and analyzing program data for agency decision making. However, the Federal Government continues to struggle with legacy IT systems, IT modernization hurdles, and procurement challenges, as well as keeping pace with the public’s expectations for digital services.

The challenge of supporting, managing, and securing legacy systems significantly hinders the ability of Federal agencies to meet current and evolving mission requirements. GSA continues to lead modernization initiatives across the Government that provide agencies with modern IT solutions and advisory services that can transform business operations, reduce costs, improve agility, and increase security. An overarching goal of these initiatives is to shift more Federal IT spending from operations and maintenance of legacy systems to investment in modern platforms.

The Federal IT procurement process includes requirements development and acquisition practices that can be burdensome and time consuming. GSA is helping agencies adopt new approaches for buying commercial off-the-shelf and as-a-service solutions. GSA is leading the development of modular contracting approaches to enable agile and efficient development of complex new requirements. GSA’s goal is to assist agencies through the entire life cycle of procurement and system development.

Keeping up with the public’s expectations for high-quality digital services has been challenging for the Government. The technology challenges facing Federal agencies and the direct effect on the public have only grown with the COVID-19 pandemic. GSA will prioritize working across Government to improve the customer experience by providing Federal agencies with digital products and professional services that make customer interactions with public services simple, fast, and secure.

GSA will continue to deliver innovative solutions through IT Centers of Excellence (CoE), administration of the Technology Modernization Fund (TMF), IT Category products and services, and Technology Business Management program management services. GSA’s mix of talent and expertise in acquisition, technology, and service delivery — combined with the agency’s Government-wide scope and scale — makes it an agent of transformation in how Federal agencies buy, build, and use technology.

Strategic Objective 3.1: Lead Government-wide technology modernization initiatives.

GSA is well positioned to help agencies meet goals to modernize Government IT networks. GSA offers the full spectrum of technology assistance, including experts who assess system design, apply user-centered research and design techniques common in the private sector, and ensure fit with agency needs.

GSA also offers platforms, services, and vehicles to assist agencies in acquiring and utilizing modern IT tools and practices. These include supporting agency transitions to cloud-based services; authentication and authorization services that seamlessly integrate with an agency’s public-facing systems; IT infrastructure modernization; cost-efficient and well-designed tools to communicate digitally with the public; and reducing reliance on legacy IT through administration of the TMF. These partnerships with industry and customer agencies foster trust and confidence in the goal of delivering modern and essential Government services.

Goal Leader	Sonny Hashmi, Commissioner Federal Acquisition Service
Contributing Programs	<ul style="list-style-type: none"> • Technology Transformation Services (TTS) • Information Technology Category • TMF Program Management Office (PMO)

Performance Goal 3.1.1 - Provide agencies with cloud authorizations to modernize IT portfolios	
Benefit to the Public	Modernized IT portfolios across the Government maximize taxpayer dollars by facilitating service delivery to the public that is more robust, secure, user friendly, and less burdensome to manage. When IT portfolios are modernized, taxpayer dollars are maximized as modernization becomes the priority over maintenance of costly legacy alternatives with limited capabilities.
Performance Indicator Definition	Number of times FedRAMP authorized products have been reused by agencies (cumulative): Measures the efficiency and effectiveness of the FedRAMP program to balance security and speed of operationalizing cloud solutions for agency

	use. The indicator captures the cumulative number of times FedRAMP authorized products have been reused by agencies.
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PI 3.1.1 Number of times FedRAMP authorized products have been reused by agencies (cumulative)

Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2017	N/A	637
2018	N/A	904
2019	N/A	1,273
2020	N/A	1,847
2021	2,397	N/A
2022	3,002	N/A

Performance Goal 3.1.2 - Expand agencies' use of GSA technology solutions	
Benefit to the Public	The IT modernization metric identifies the degree to which Information Technology Category (ITC) vehicles are meeting agency mission needs for best value contracts to support major IT modernization initiatives, and is reflective of GSA's role in improving the way Federal agencies buy, build, and use technology.
Performance Indicator Definition	Percent of Major IT Project spend with GSA involvement: Use of GSA ITC contract vehicles to support modernization efforts when compared to total dollars used to support modernization. Major IT Spend as identified in the ITdashboard.gov is being used as a proxy for IT Modernization. "GSA Major IT Spend" includes all spend associated with a major IT project when a GSA contract was used for any portion of that contract.

PI 3.1.2 Percent of Major IT Project spend with GSA involvement

Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2018	N/A	22%
2019	N/A	23%
2020	24%	28.9%
2021	29%	N/A
2022	31%	N/A

Strategic Objective 3.2: Drive more efficient and innovative Government procurement of technology services.

The United States is a global leader in software and technology. Government must harness this national leadership in technology to not only drive economic growth, but to also improve internal business practices and better serve the public. The acquisition process is a key success factor in Government technology practices. GSA is committed to developing and sharing the talent, best practices, and policy improvements needed to bring about these changes. Multiple components of GSA play a role in driving this strategic objective.

GSA’s staff is identifying and incorporating best practices in technology acquisition and offering hands-on assistance to agencies at every stage of the process, including research and scoping, user research and prototype development, solicitation drafting and technical evaluation, post-award support, and technical assistance during implementation. The skills and knowledge developed in the organization will be intentionally shared and disseminated across the Federal workforce to improve overall management of IT acquisition and operations.

Goal Leader	Sonny Hashmi, Commissioner Federal Acquisition Service
Contributing Programs	<ul style="list-style-type: none"> ● ITC ● TTS ● Assisted Acquisition Services (AAS)

Performance Goal 3.2.1 - Improve agency technology procurement capabilities through acquisition consulting

GSA provides value to agencies through assisted acquisition solutions that address the full life cycle of complex IT build and delivery. This includes acquisition consulting services to agencies to complement their support staff and obtain high-quality procurement and vendor management. This goal measures GSA’s ability to be a go-to partner for complex technology procurements across the Government.

Benefit to the Public	<p>GSA works with agencies to ensure IT systems have the best possible system design and user-centered development techniques. GSA collaborates with agency IT staff, business programs, and acquisition shops to ensure exceptional financial, contracting, and legal counsel for its acquisitions. Taking these steps reduces risk and provides best value solutions to agency customers and the taxpayers.</p> <p>The CoEs were established to accelerate IT modernization across Government to improve the public experience and increase operational efficiency. To accomplish these objectives, the CoEs centralize top Government tech talent, leverage private-sector best practices, and operate with a teaming mindset to collaborate across Government departments and agencies.</p>
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Performance Indicator Definition	<p>(a) Centers of Excellence (number of Interagency Agreements (IAAs) signed (cumulative): Cumulative number of agencies who have engaged GSA to stand up at least one CoE.</p> <p>(b) Centers of Excellence (cumulative): Cumulative number of individual CoEs stood up across the Government.</p>
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PI 3.2.1(a) Centers of Excellence (number of IAAs signed, cumulative)

Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2018	N/A	2
2019	N/A	5
2020	7	16
2021	18	N/A
2022	28	N/A

PI 3.2.1(b) Centers of Excellence (cumulative)

Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2018	N/A	5
2019	N/A	14
2020	19	35
2021	38	N/A
2022	50	N/A

Strategic Objective 3.3: Lead implementation of technical standards, policies, and strategies.

Modernizing Government IT will require the Federal Government to rethink how it builds and implements technical standards, policies, and strategies. Federal agencies, the private sector, and other stakeholders need to be actively involved throughout the entire policy development life cycle, to ensure the best outcomes.

When it comes to working with agencies on technical standards, policies, and strategies, GSA's core principles are:

- *Be a trusted Government partner* — Align GSA's mission with that of the agency's Government clients, to continuously improve the effectiveness of Federal IT;
- *Craft long-term solutions* — Foster a culture and history of finding smart IT solutions for complex and challenging cross-agency issues;
- *Leverage Federal scale* — Maximize the purchasing and processing power of the Federal Government to enable faster, cost-effective adoption of new technologies; and
- *Champion the Chief Information Officer (CIO)* — Work with agency CIOs to understand, support, and address their most challenging issues.

GSA supports CIOs, IT procurement personnel, and other decision makers with services, expertise, and solutions to address a broad spectrum of Federal IT challenges. GSA also serves as the hub for

Government-wide communities of practice, supporting cross-agency collaboration to solve the Government’s most pressing IT challenges. These strategies improve the Federal IT ecosystem, create efficiencies, and reduce burden across Government.

Goal Leader	Krystal Brumfield, Associate Administrator Office of Government-wide Policy
Contributing Program	Office of Information Integrity and Access

<p>Performance Goal 3.3.1 - Provide agencies with the tools and resources to implement IT standards and policies.</p> <p>GSA is committed to helping agencies understand and comply with Federal IT policies and standards. This goal captures GSA’s ability to help agencies optimize data centers, and ensure that cybersecurity threats related to identity management are mitigated.</p>	
<p>Benefit to the Public</p>	<p>Clear IT standards and policies result in increased policy compliance, enabling agencies to deliver more effective and efficient services, resulting in Government-wide cost savings and better access to Government information and services for the public.</p>
<p>Performance Indicator Definition</p>	<p>(a) Number of cloud strategies and actions plans developed in accordance with update to Data Center Optimization Initiative (DCOI) (cumulative): As a result of working with the PMO, and based on agency needs and capabilities, agencies will have:</p> <ul style="list-style-type: none"> ● An identification of needs and establishment of a governance model; ● An inventory of agency applications and matching of security boundaries; ● A business value and technical fit assessment; ● A total cost of ownership assessment; ● A scoring of application business value; and ● Application placement determinations (Review, Reward, Remove, Refresh). <p>(b) Number of agencies with updated risk assessments that were completed utilizing Federal Government Identity, Credential, and Access Management (FICAM) playbooks and tools: These assessments will serve in reaching the following outcomes (as outlined in OMB M-19-17):</p> <ol style="list-style-type: none"> 1. Contextualizing identity in the Federal Government; 2. Managing identities, credentials, and access in modern Government; 3. Adapting the Government’s approach to Homeland Security Presidential Directive 12 (HSPD-12); 4. Shifting the operating model beyond the perimeter; 5. Improving digital interactions with the American public; and 6. Enumerating Government-wide responsibilities.

PI 3.3.1(a) Number of cloud strategies and action plans developed in accordance with update to DCOI

Lead Office: Office of Government-wide Policy

Fiscal Year	Target	Results
2019	N/A	N/A
2020	5	5
2021	5	N/A
2022	5	N/A

PI 3.3.1(b) Number of CFO Act agencies with updated risk assessments completed utilizing FICAM playbooks and tool (cumulative)

Lead Office: Office of Government-wide Policy

Fiscal Year	Target	Results
2019	N/A	N/A
2020	6	6
2021	12	N/A
2022	16	N/A

STRATEGIC GOAL 4

Design and deliver expanded shared services within GSA and across the Federal Government to improve performance and save taxpayer money.



Mission-support services across Government are challenged by inefficiencies and manual processes, duplicative investments in technology and capabilities, and an inability to consistently modernize technology and business practices. GSA is well placed to help change the way the Government conducts mission-support services by designing and delivering expanded shared services in key areas such as IT support, finance, acquisition, and building services.

Shared services is an industry-leading practice with proven success in consolidating processes, systems, and workforce to reduce costs and deliver common services in a standard way across complex enterprises. This practice also creates opportunities to share specialists and time-tested approaches across agencies. Helping agencies share common services and technology today will mean long-term cost savings for the public, and a Government that is leaner and better equipped.

At GSA, the mission is to provide services to agencies. The agency’s robust supplier relationships and access to leading practices in industry for all support services allow GSA to bring innovative, proven solutions to the Federal Government. GSA’s role in Government-wide policy implementation and data analysis is also a key factor in helping agencies overcome barriers to improving their own mission-support operations and adopting shared services. To coordinate these efforts and fully realize its potential, GSA continues to develop stronger organizational capabilities to understand customer demand, work with industry to provide efficient and effective supply, and incorporate services from across GSA to satisfy the needs of Federal agencies.

Strategic Objective 4.1: Develop new organizational capabilities to understand customer demand and deliver integrated offerings to support common business processes Government-wide.

The first three goals in this strategic plan focus on advancing and improving GSA’s capabilities in real estate, acquisition, and technology to better support agency missions Government-wide. However, GSA’s ability to integrate those capabilities into comprehensive lifecycle solutions will create the greatest value for agencies and the American people. To accomplish this goal, GSA will collaborate with customers, improve how its components coordinate, and align operations to seamlessly meet customer needs.

GSA will continue to seek to improve its offerings by using performance evaluation and market competition to incentivize its industry partners to deliver high-quality service. GSA’s service processes and pricing will be transparent so customers can hold the agency accountable for delivering services that achieve both quality and cost expectations.

Goal Leaders	Sonny Hashmi, Commissioner Federal Acquisition Service Allison Azevedo, Acting Commissioner Public Buildings Service Ed Walters, Chief Customer Officer Office of Customer Experience
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Performance Goal 4.1.1 – Expansion of centralized services

GSA will develop and expand common solutions and service offerings for mission-support services, to drive more efficient and effective processes that help agencies maximize mission delivery. To eliminate redundancies and reduce Government-wide fleet costs, GSA’s Fleet program has partnered with agencies to study their vehicle inventories to identify savings and efficiency opportunities, and will continue to partner with stakeholders to implement study recommendations. GSA will consolidate 2,000 vehicles in FY 2021 and an additional 3,000 vehicles in FY 2022, pending agencies’ commitments to implement study recommendations and the agencies having the required funds. As agencies begin to increase use of electric vehicles in alignment with the Administration’s Zero Emission Vehicle goals, consolidating to GSA’s leased fleet provides agencies a viable long-term solution for shifting from conventional fuel to electric by stabilizing costs, centralizing maintenance, and better managing data.

Benefit to the Public	Centralized fleet management functions provide agencies with savings and benefits of a shared fleet management service.
Performance Indicator Definition	Number of agency-owned (non-GSA) vehicles consolidated by GSA: Vehicle consolidations allow agencies to convert their agency-owned vehicles into GSA’s full lifecycle fleet leasing service. In many cases, consolidating agency-managed vehicles into the GSA Fleet eliminates redundancies and reduces costs to manage motor vehicle operations. The metrics capture the number of vehicles that GSA plans to consolidate over

the next 2 years from multiple customer agencies.

PI 4.1.1 Number of agency-owned (non-GSA) vehicles consolidated by GSA

Lead Office: Federal Acquisition Service

Fiscal Year	Target	Results
2017	N/A	911
2018	N/A	1,790
2019	N/A	1,805
2020	1,500	1,597
2021	2,000	N/A
2022	3,000	N/A

Strategic Objective 4.2: Promote adoption of shared services by agencies through policy, guidance, and benchmarking.

GSA’s Office of Shared Solutions and Performance Improvement (OSSPI) has been a leader in educating and helping Government agencies understand the benefits of shared services, playing a central role in the development of policy, best practices, and strategic planning for mission-support services across Government. GSA OSSPI provides overall program management for the “Sharing Quality Services” Cross Agency Priority (CAP) goal and serves as a shared services/solutions subject matter expert to the CAP goal strategy and implementation.

Through management of the governance of the Shared Services Governance Board (SSGB), Business Standards Council (BSC), Quality Service Management Office (QSMO) Roundtable, and Senior Accountable Point of Contact (SAPOC) body, OSSPI regularly engages providers and customers in the shared service community. Interactions with these bodies and a newly created Customer Community of Practice ensure the voice of the customer is incorporated into business standards and implementation strategies of QSMOs, which serve as Government-wide storefronts, offering multiple solutions for technology and services in their functional area. OSSPI also coordinates with service providers to increase use of existing shared services that have been proven to demonstrate value, and assists agencies with guidance to support planning, management, and monitoring of Federal-wide and agency specific modernization activities, per the Modernization and Migration Management (M3) Framework.

Goal Leader	Krystal Brumfield, Associate Administrator Office of Government-wide Policy
Contributing Programs	Office of Shared Solutions and Performance Improvement (OSSPI)

Performance Goal 4.2.1 - Reduce barriers to entry to facilitate easier adoption of shared services	
Benefit to the Public	Making it easier to move to shared services will help eliminate redundancy, mitigate risk, and consolidate buying power to reduce costs.
Performance Indicator Definition	<p>(a) Number of business lines that go through a readiness assessment: As new and emerging functional areas are identified for service delivery optimization and standardization, an agency readiness assessment must be completed. The readiness assessment supports the development of a baseline analysis on the current state of services across the agency community in a mission-support functional area. This analysis informs decision making and the development of a strategic plan that targets improved Government-wide and agency efficiencies in policy, operating models, technology, and standards alignment within the functional area. The decisions and planning that result from the assessment provide clarity on next steps needed to improve the availability and value of mission-support resources and performance levels that are available Government-wide.</p> <p>(b) Number of components that have advanced to the next stage of the standards development process as part of the Federal Integrated Business Framework (FIBF): Designated standards leads must complete five components of the FIBF to establish a baseline for common Government-wide business standards within each functional area. These components are identified as: Federal Business Lifecycles, Business Capabilities, Business Use Cases, Standard Data Elements, and Performance Metrics. Ongoing reviews and an established governance process ensure components of the draft standards are ready to advance through each stage of the standards development process.</p>

PI 4.2.1(a) Number of business lines that go through a readiness assessment

Lead Office: Office of Government-wide Policy

Fiscal Year	Target	Results
2018	N/A	5
2019	N/A	1
2020	1	1
2021	1	N/A
2022	1	N/A

PI 4.2.1(b) Number of components that have advanced to the next stage of the standards development process as part of the FIBF

Lead Office: Office of Government-wide Policy

Fiscal Year	Target	Results
2018	N/A	5
2019	N/A	15
2020	12	21
2021	12	N/A
2022	12	N/A

Strategic Objective 4.3: Support the overall mission of GSA by investing in our employees and modeling how GSA delivers internal support services, while providing policy guidance across Government.

To strengthen GSA’s ability to lead by example in Government management, it is important that GSA’s support services be among the most efficient and effective in Government. GSA’s C-Level Organizations (CXO) functions (acquisition, finance, human capital, IT) will seek to build on recent performance gains, accelerating reforms to streamline operations and align with customer needs. GSA prides itself on understanding how business operations benefit the Government. GSA will look to the very best business organization equivalents for performance comparisons and benchmarks, challenging itself to match or exceed their performance.

When GSA is advising other agencies on methods to improve their support operations — whether through organizational fixes or migrating to shared services — GSA should adopt a like-minded approach to pursuing efficiency gains and service quality. GSA’s credibility across Government is enhanced when GSA demonstrates that the solutions it recommends externally are used inside of GSA as well. This is true for the traditional CXO functions and for non-CXO functions that also enable GSA to achieve its mission.

GSA recognizes the importance of engaging the entire workforce in this mission. For many, the agency’s growing emphasis on providing customers with integrated solutions, lifecycle management, and shared services will present both a challenge and an opportunity. It is incumbent on GSA to invest in its workforce and develop the skills, tools, and inspiration for employees to excel at delivering core and emerging services to GSA’s customers and suppliers.

Although the public health COVID-19 emergency continues to impact GSA’s overall competition metrics, GSA will leverage Government-wide contracts to ensure robust competition when acquiring goods and services.

GSA investments in technology and people will continue to allow for a smooth and effective telework-ready workforce to meet organizational challenges presented during and after the COVID-19 pandemic. GSA will maintain its position as a resourceful incubator of innovative solutions for shared mission-support services.

Goal Leaders	All GSA Offices
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<p>Performance Goal 4.3.1 - Efficient and effective mission-support services at GSA (CXO and non-CXO functions)</p> <p>GSA must ensure that internal operations are efficient and effective to support low-cost, high-quality products and services. This focus on internal excellence is carried forward in how GSA provides mission-support services to the Government-wide community.</p>	
<p>Benefit to the Public</p>	<p>Effective and efficient GSA internal operations decrease the cost burden to agency customers, freeing up funds to meet mission objectives for the American public.</p>
<p>Performance Indicator Definition</p>	<p>(a) Total GSA operating cost as a percent of goods and services provided: For all of GSA’s major products or services: Total operating costs (direct and indirect) divided by total revenues.</p> <p>(b) Effectiveness of GSA CXO functions, as measured by customer satisfaction: From the President's Management Agenda (PMA) Benchmarking Initiative’s Customer Satisfaction Survey: Equally weighted composite customer satisfaction score for GSA’s CXO functions (acquisition, financial management, human capital, IT, and services).</p> <p>(c) Percent of GSA IT portfolio utilizing cloud technologies: Divides the number of GSA IT investment line items (from IT portfolio summary) that are utilizing cloud technologies by the total number of eligible GSA IT investment line items that could adopt cloud services.</p> <p>(d) Competition rate for GSA acquisitions: Provided from the Federal Procurement Data System (FPDS) source data. Total dollar value of GSA-competed actions divided by the total dollar value of GSA-obligated actions; including contracts that GSA provisions through reimbursable agreements with other agencies.</p> <p>(e) Competitive One-Bid rate for GSA acquisitions: Provided from FPDS source data. Total dollar value of GSA-competed actions with only one bid divided by the total dollar value of GSA-competed actions; includes contracts that GSA provisions through reimbursable agreements with other agencies.</p>

PI 4.3.1(a) Total GSA operating cost as a percent of goods and services provided

Lead Office: Office of the Chief Financial Officer

Fiscal Year	Target	Results
2017	9.61%	9.25%
2018	9.20%	8.45%
2019	9.00%	8.01%
2020	8.60%	7.64%
2021	8.25%	N/A
2022	8.25%	N/A

PI 4.3.1(b) Effectiveness of GSA CXO functions, as measured by customer satisfaction (7-point scale)

Lead Offices: OCFO, OAS, OHRM, and GSA IT

Fiscal Year	Target	Results
2017	N/A	5.07
2018	5.15	5.16
2019	5.23	5.42
2020	5.27	5.49
2021	5.40	N/A
2022	5.45	N/A

PI 4.3.1(c) Percent of GSA IT portfolio utilizing cloud technologies

Lead Office: GSA IT

Fiscal Year	Target	Results
2017	N/A	42%
2018	44%	47%
2019	50%	50%
2020	52%	52.9%
2021	53%	N/A
2022	55%	N/A

PI 4.3.1(d) Competition rate for GSA acquisitions

Lead Office: Office of Government-wide Policy

Fiscal Year	Target	Results
2017	N/A	81.4%
2018	80.0%	82.6%
2019	80.0%	85.4%
2020	80.0%	84.2%
2021	80.0%	N/A
2022	80.0%	N/A

PI 4.3.1(e) Competitive One-Bid rate for GSA acquisitions

Lead Office: Office of Government-wide Policy

Fiscal Year	Target	Results
2017	N/A	14.9%
2018	15.0%	18.0%
2019	15.0%	15.4%
2020	15.0%	14.8%
2021	15.0%	N/A
2022	15.0%	N/A

Performance Goal 4.3.2 - Highly engaged GSA workforce that is prepared to support and deliver new and expanded offerings

A workforce that places the customer at the center of daily operations can deliver on current needs and provide solutions that meet future requirements. Developing a proactive workforce of this caliber enables successful delivery of new and expanded offerings.

Benefit to the Public	When GSA reduces agency burdens and provides high-quality and low-cost services to customer agencies, it enables a more efficient and effective delivery of their missions to the public.
Performance Indicator Definition	<p>GSA Overall Employee Engagement Index (EEI):</p> <p>The U.S. Office of Personnel Management (OPM) measures an EEI, which assesses critical conditions conducive for employee engagement. Questions from the OPM Federal Employee Viewpoint Survey (FEVS) are used to calculate EEI. The index comprises FEVS questions in three subcategories: “Leaders Lead,” “Supervisors,” and “Intrinsic Work Experience.” The index is calculated by taking the average percent positive response to each of the FEVS questions in the three subcategories.</p>

PI 4.3.2 GSA Overall Employee Engagement Index (EEI)

Lead Offices: GSA Services and Staff Offices

Fiscal Year	Target	Results
2018	N/A	76%
2019	N/A	78%
2020	N/A	83%
2021	83%	N/A
2022	1% increase from FY21 result or target is the result score for previous year*	N/A

**If FY 2021 EEI score decreases from the FY 2020 result, then the FY 2022 target would be the FY 2021 result plus a 1 percent increase. If FY 2021 EEI score remains constant or increases from FY 2020 result, then the FY 2022 target would equal the FY 2021 result.*

APPENDIX: ACRONYM AND ABBREVIATION LIST

AAS	Assisted Acquisition Service	HUBZone	Historically Underutilized Business Zone
APP	Annual Performance Plan	IFF	Industrial Funding Fee
APR	Annual Performance Report	IT	Information Technology
BOMA	Building Owners and Managers Association	ITC	Information Technology Category
BSC	Business Standards Council	M3	Modernization and Migration Management
BTU	British Thermal Units	MAS	Multiple Award Schedule
CAP	Cross Agency Priority	NAICS	North American Industry Classification System
CBCA	Civilian Board of Contract Appeals	NPV	Net Present Value
CFO	Chief Financial Officer	OAS	Office of Administrative Services
CIO	Chief Information Officer	OCE	Office of Customer Experience
CoE	Center of Excellence	OCFO	Office of the Chief Financial Officer
CXO	C-Level Organizations	OCIA	Office of Congressional and Intergovernmental Affairs
DCOI	Data Center Optimization Initiative	OCR	Office of Civil Rights
EI	Employee Engagement Index	OGC	Office of General Counsel
FAS	Federal Acquisition Service	OGP	Office of Government-wide Policy
FedRAMP	Federal Risk and Authorization Management Program	OHRM	Office of Human Resources Management
FEVS	Federal Employee Viewpoint Survey	OIG	Office of Inspector General
FIBF	Federal Integrated Business Framework	OMA	Office of Mission Assurance
FICAM	Federal Identity, Credential, and Access Management	OMB	Office of Management and Budget
FITARA	Federal Information Technology Acquisition Reform Act	OSC	Office of Strategic Communication
FM	Facilities Management	OSDBU	Office of Small and Disadvantaged Business Utilization
FPDS	Federal Procurement Data System	OSSPI	Office of Shared Solutions and Performance Improvement
GSA	General Services Administration	PBS	Public Buildings Service
GSF	Gross Square Feet	PG	Performance Goal
HSPD-12	Homeland Security Presidential Directive 12		

PI	Performance Indicator
PMA	President's Management Agenda
PMO	Program Management Office
QSMO	Quality Service Management Office
REXUS	Real Estate Across the United States
RSF	Rentable Square Feet
SAPOC	Senior Accountable Point of Contact
SBA	Small Business Administration
SDB	Small Disadvantaged Business
SDVOSB	Service-Disabled Veteran- Owned Small Business
SO	Strategic Objective
SSGB	Shared Services Governance Board
TMF	Technology Modernization Fund
TTS	Technology Transformation Services
WOSB	Woman-Owned Small Business



U.S. General Services Administration

MANAGEMENT CHALLENGES and GSA ACTIONS

Fiscal Year 2022 Budget Request

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Management Challenges and GSA Actions

The sections below summarize the management challenges listed by the GSA Inspector General and initially reported in GSA's FY 2020 Annual Financial Report on November 15, 2020. In all cases, GSA's budget addresses each management challenge by providing the necessary funding for the office charged with addressing the challenge.

Challenge # 1: Establishing and Maintaining an Effective Internal Control Environment Across GSA

Agency Actions Completed or Planned

GSA remains dedicated to maintaining a comprehensive, enterprise-wide approach to its internal control environment that ensures efficient and effective operations, reliable reporting, and compliance with applicable laws and regulations. Through the implementation of a comprehensive series of response actions over the past two years -- coupled with agency-wide collaboration and regular coordination with OIG -- GSA made substantial progress in strengthening its system of internal controls during FY 2020:

- **Focused senior management attention** by establishing a leadership group, chaired by the Deputy Administrator and the Chief Financial Officer (CFO), which met monthly throughout FY 2020 to directly address program audit issues and corrective action plans. The group will continue its rigorous oversight role in FY 2021, sending a strong signal to the agency that internal controls and operational excellence are a top priority.
- **Established accountability through transparency** by providing audit performance dashboards that provide critical information about progress on resolving audits and implementing corrective action plans.
- **Strengthened audit coordination and standardization** across GSA's audit community, primarily through the efforts of the cross-functional Program Audit Working Group. This team meets monthly to coordinate audit responses, analyze audits to identify root causes and remedies that may apply across the enterprise, and elevate internal control issues to GSA leadership.
- **Emphasized the connection between internal controls and audit results** by ensuring that managers across the agency incorporated findings from OIG reports into the FY 2020 Statement of Assurance (SoA) process, and mapping audit findings to the SoA risk inventory to better test those controls in FY 2021. GSA also instituted annual mandatory internal controls training, which was completed by more than 11,000 GSA employees in FY 2020.

GSA is confident that these actions have already resulted in meaningful improvements to internal controls and timely implementation of audit recommendations. GSA's program, strategic, and support offices are committed to sustaining the momentum achieved through these responses and the culture of improvement that has taken root. GSA fully expects to demonstrate continued progress in resolving audit issues and strengthening our internal control environment in FY 2021, including consolidating the audit management function into the Office of the CFO in FY 2021. This consolidation will align GSA's internal controls, internal assessments of operational challenges, and program audit management in a single office.

Challenge #2: Improving Contract Administration

Agency Actions Completed or Planned

GSA has strengthened the oversight and control environment related to contract administration through a variety of efforts, including an increased use of data to drive transparency, issuing changes to internal policy and workforce training requirements, and by continuing to assess GSA contracting activities through Procurement Management Reviews (PMRs).

Beginning in FY 2019, GSA incorporated a targeted effort to review GSA contracting activities' challenges and best practices in the area of contract administration during PMRs. The results of this additional internal control led GSA to self-identify several areas for needed improvements. GSA took actions in FY 2020 to address and improve performance in these areas.

On February 12, 2020, the GSA Deputy Administrator issued a memo to GSA Heads of Services and Staff Offices outlining a plan to improve contract administration across the agency. One of the key findings described in the memo was the importance of strengthening coordination among acquisition team members in contract administration. This finding emphasized the need for a clear understanding of roles and responsibilities, solid communication practices, and complete documents.

The memo provided recommendations for addressing this finding, the first of which was the establishment of a common critical element in the performance plan of CORs. GSA's Chief Acquisition Officer and Acting Chief Human Capital Officer issued Memorandum MV-55 on September 1, 2020, which establishes a new mandatory acquisition critical element in all performance plans for GSA's Contracting Officer Representatives (CORs) beginning in FY 2021.

The second recommendation for acquisition team members to work more effectively together was to identify gaps in the training for members of the acquisition team, including CORs. GSA's Office of Acquisition Policy updated the curriculum to qualify for a certification to serve as a COR on a GSA contract. The updated curriculum took effect October 1, 2020, and includes several additional training requirements aimed at improving contract administration, including a new supply chain risk management training requirement, as well as training on roles and responsibilities associated with access badges.

GSA also launched a new resource page on the internal Acquisition Portal dedicated to helping GSA CORs and Project Managers more easily identify and find acquisition-related information that is relevant to their job duties.

In August 2019, GSA updated the GSA Acquisition Manual to require each contracting activity to establish a consistent approach for conducting acquisition reviews, including post-award reviews, as an internal control to improve collaboration among the acquisition team. FAS established the FAS Acquisition Council through FAS PAP 2018-06 and requires acquisition teams to provide details on the contract administration plan for procurements appearing before the FAS Acquisition Council. PBS plans on issuing a new policy to standardize acquisition reviews across its contracting activities in FY 2021.

In September 2020, the Federal Acquisition Service (FAS) issued Policy and Procedure (PAP) 2020-03, FAS Contracting Officer's Representative Function Standard Operating Procedures. This policy establishes a FAS-wide COR Standard Operating Procedure (SOP) to ensure consistency in COR nominations, appointments, responsibilities, and oversight. The SOP establishes a FAS COR Council (CORC). The CORC will serve as one of FAS's new management controls to oversee and ensure proper execution of FAS COR functions. The CORC will enable collaboration, align efforts, and discuss issues that are relevant to the COR workforce. The CORC will also monitor compliance with applicable GSA policies, FAS policies, and Federal Government regulations. FAS will provide training to its workforce on the policy in October 2020.

PBS plans to issue COR Policy and Procedures to standardize the process for nominating and appointing CORs in PBS, to be accompanied with a guidebook and corresponding training.

In FY 2021, GSA plans to continue reviewing contracting activities' performance in contract administration during PMRs to assess if the measures put in place over the last two years are effective or if additional action is needed. OGP plans to conduct traditional PMRs with the following GSA contracting organizations:

- Region 3 - PBS Leasing (October 2020)
- Region 9 - FAS Assisted Acquisition Services and PBS Acquisition (December 2020)
- Region 5 - FAS, PBS Acquisition, PBS Leasing (February 2021)
- Region 4 - FAS, PBS Leasing, CMA Special Review (April 2021)

In addition to these traditional reviews, GSA will also conduct special PMRs on the following topics:

- COVID-19 Acquisition Response - Special Review (March 2021)
- FAS Office of General Supplies and Services (May 2021)
- PBS Leasing Reimbursable Work Authorization (RWA) (May 2021)
- Contractor Personal Identity Verification (PIV) Card Controls Review (May - June 2021)
- FAS Multiple Award Schedules (MAS) Consolidation (June 2021)

Challenge #3: Enhancing Government Procurement

Agency Actions Completed or Planned

Transforming the Multiple Award Schedules Program (Schedules Program)

Consolidated Schedules

FAS continues forward with multiple projects that will bring the Multiple Award Schedules (MAS) program up to date. This includes updating the contract vehicle's foundation - the consolidation of the MAS contract vehicle from 24 different solicitations to one solicitation. The consolidation is one of the cornerstone projects of the Federal Marketplace Strategy (FMP). The consolidation was broken into three phases to allow for full stakeholder engagement and more fluid change management.

- Phase I kicked off in Q2 of FY 2018: The release of the new single solicitation with consistent terms and conditions and a new NAICS based methodology for the Special Item Numbers (SINs), completed at the end of FY 2019. Further, the 24 legacy Schedules were retired officially.
- Phase II kicked off in Q1 of FY 2020: Through the issuance of the mass modification, FAS moved current contractors to the new solicitation ensuring that all contractors are on a consistent version of the terms and conditions of the new single MAS solicitation. This modification also migrated all legacy SINs to the new SIN structure. System updates were completed to allow for customer agencies to purchase in both the legacy and the new MAS program to ensure continued competition for all RFQs. At the end of FY 2020, over 99% of all contractors had signed the mass modification.
- Phase III: Kicked off on August 1, 2020, to update all systems and websites to only display the MAS vehicle and remove the language listing the legacy 24 Schedules. In Phase III, MAS also provided a template to all contractors with multiple contracts to assist with decisions on establishing a plan on how to get down to one contract. Further FAS will have the majority of contractors of multiple contracts moved to one CO with the appropriate expertise for each company with multiple contracts. FAS continues to complete stakeholder outreach through monthly MAS Reform Acquisition Workforce training, MAS monthly office hours for Industry, and monthly MAS customer training.

In preparation for MAS Consolidation Phase III, the FAS Office of Policy and Compliance (OPC) updated policy building upon the lessons learned from previous consolidation efforts and OIG Audit Report Number A160037/Q/P17001. FAS OPC has expanded the scope of Policy and Procedure (PAP) 2016-04, Guidelines for the Award of Continuous Multiple Award Schedule (MAS) Contracts to address continuous MAS contracts resulting from contract modifications such as MAS Consolidation. The revised PAP covers:

- Key Terminology - Definitions of Continuous MAS Contract, Surviving MAS Contract, Non-Surviving MAS contracts and Order-Level Requirements.
- Contractor Requirements - Guidance on offers and modifications of a Surviving MAS contract to include SINs already awarded on the contractor's Non-Surviving MAS contract.
- Procurement Contracting Officer (PCO) Responsibilities - Actions that the FSS PCO must take when evaluating and awarding contract actions resulting from continuous MAS contracts.

OPC issued PAP 2020-02 Mandating the Use of Pre-Negotiation, Price Negotiation and Final Proposal Revision Templates for the FSS Program that established a new single set of PCO templates to be utilized for new awards and modifications issued under the MAS Consolidated Solicitation. The new templates:

- Contain applicable policy requirements.
- Cover evaluation criteria for both Quarterly Reporting offers (i.e., Legacy) and Monthly Reporting offers (e.g., TDR Pilot).
- Include all information required pursuant to PAP 2019-02, Contracting Officer Responsibilities Pursuant to GSA Office of Inspector General Contract Audits of Federal Supply Schedule Contracts.
- Offer flexibility for PCOs to add additional information to fully document the award of new offers and modifications.
- Strengthen price analysis requirements, including appropriate use of FAS pricing tools.
- Coordinates with the Region 2 project as the template created for "Truman 2.0 Bot" to allow Robotic Process Automation of administrative tasks to free up acquisition workforce time to focus on price analysis and negotiation.

Pricing for MAS Contracts

The MAS program continues forward with increasing the maturity of the various pricing tools and guides provided to the workforce to assist with determinations for fair and reasonable pricing. Currently, the MAS contract pricing is negotiated two ways. One method includes the continued use of the commercial sales practice to achieve the contractor's "most favored customer" pricing and discounts under similar conditions based on the contractor's commercial sales. The second method FAS introduced, starting in 2016, is the ability to negotiate based on commercially comparable pricing in the commercial market including current GSA pricing and the other commercial pricing available for viewing.

FAS manages the 4P tool that provides on-demand market research to support the FAS acquisition workforce through the life cycle use cases including acquisition planning, estimation, price analysis and supply chain risk management analysis. FAS OPC has taken a number of steps to promote appropriate usage of the 4P tool for all use cases within the acquisition including creating a 4P site with updated 4P User Guide, on-demand training, and Frequently Asked Question (FAQs). Based upon lessons learned from the GSA OIG in Report Number A180068/Q/3/P20002 added significant sections related to policy on determining pricing fair and reasonable including:

- Horizontal pricing tools should be utilized in conjunction with all other available data to establish negotiation objectives which seek to achieve the best price/discount.
- Same/similar analysis must be fully documented and differences used in comparisons fully explained.
- All information from pricing tools must be included in the pre- and price negotiation memorandum so that the data can be reviewed.
- All other documentation requirements of PAP 2018-03 Proper Documentation of Price Analysis Decisions – Federal Supply Schedule (FSS) Program must be followed.

FAS completed the following corrective actions in response to the Audit Report Number A180068/Q/3/P20002 – FAS's Use of Pricing Tools Results in Insufficient Price Determinations:

- Provide disclaimer on Contract-Awarded Labor Category (CALC) site to indicate users should complete additional analysis for price reasonableness determinations (completed November 2019).
- FAS PSHC will develop and issue interim guidance on improving its pricing on MAS contracts, better documenting its price reasonable determinations, and (when used) how to appropriately use CALC and its pricing database (completed January 23, 2020).
- Horizontal pricing tools should be utilized in conjunction with all other available data to establish negotiation objectives which seek to achieve the best price/discount.
- Any differences in labor categories (LCs) used for comparison must be fully documented and allowances explained.
- Standard Deviation should not be used as a basis for determining pricing is fair and reasonable.
- All data utilized must be included in the Pre- and Price Negotiation Memorandum.
- COs/CS' should utilize the most filters applicable to ensure that LCs compared are suitable for comparison.
- Other MAS centers that award services contracts, and use CALC, will issue their workforce similar interim guidance (completed by Transportation, Travel, and Logistics (TTL), General Supplies and Services (GSS), and Information Technology Category (ITC) on March 5th, July 31, and August 4, 2020). Develop a user guide to instruct MAS contracting professionals on the proper use of CALC, its filters, and its data for the purpose of supporting determinations of price reasonableness (completed September 30, 2020).
- Automate the removal of expired contracts in CALC (Data Quality Report completed March 31, 2020 & Automated Removal of Expired Pricing completed September 20, 2020).
- Develop Data Management Plan (completed September 29, 2020).

FAS continues to take action to strengthen price analysis, documentation, and appropriate use of the price tools under the MAS program and has incorporated OIG recommendations from management audits to these efforts across the MAS program.

Managing supply chain risk in accordance with FY 2019 National Defense Authorization Act (NDAA), Section 889

GSA and FAS continue to make Supply Chain Risk Management (SCRM), including implementation of Section 889 of FY 2019 NDAA, a strategic priority. On June 1, 2020, the GSA Administrator established a cross-functional GSA SCRM Executive Board to lead GSA-wide SCRM activities, where the heads of offices participate for an Agency-wide view. The Board has, in turn, established a GSA-wide working group to further develop GSA's SCRM strategy (Working Group). The Working Group has conducted a preliminary review of the current state of Government-wide SCRM requirements, GSA Staff or Service Offices' ongoing SCRM initiatives, and GSA's readiness. GSA will use the results of the Working Group's preliminary review to establish a strategy that prioritizes GSA's resources by identifying and mitigating the highest risks to GSA.

GSA engaged in significant stakeholder outreach to increase awareness on the prohibitions in Section 889 of the FY 2019 NDAA. GSA held several industry days, provided live and recorded webinars, and engaged in direct mailing campaigns to help increase contractor awareness of the requirements.

GSA also provided detailed guidance and resources to the acquisition workforce. On August 13, 2019, GSA issued class deviation CD-2019-11 to implement Part A of Section 889 of the FY 2019 NDAA. On August 6, 2020, GSA issued class deviation CD-2020-15 to apply the FAR representation and reporting requirements for Parts A and B of Section 889 to GSA's real property lease acquisitions and commercial solution opening procurements. On August 12, 2020, GSA issued Addendum 1 to class deviation CD-2019-11, effectively cancelling the previous class deviation as its language was no longer necessary. On August 13, 2020, GSA issued acquisition letter MV-20-10 to implement Part B of Section 889.

GSA used an automated-modification process to timely implement Section 889 into FAS contracts, and created a dashboard to measure compliance. FAS capitalized upon its SCRM Champion program in each of 11 Regions and 7 Business Portfolios, by providing lists of expiring contract data to support heads of contracting activities (HCAs) in assessing the magnitude of the effect of Part B on ongoing operations. In collaboration with OGP, FAS worked to identify how best to align the categorization of contracts into National Security. With OGP, FAS also reviewed the rule's effects on GSA, especially in terms of how this rule would affect the availability of ongoing supply. To further assist the acquisition workforce, GSA also created FAS-specific training to implement 889 Part B.

Additionally, FAS used automated acquisition processes to remove and exclude prohibited items from Multiple Award Schedule contracts on a recurring basis. The Made in America (MiA) and Trade Agreements Act (TAA) “Robo-mod” was executed to address MiA and other Country of Origin misdesignations. Since initiating the OPC MiA /TAA Robomod in FY 2019, MiA and TAA flagged items have decreased by 21% and 84%, respectively. This achievement has occurred in an environment where the total number of Schedule items has increased by 39%. The MiA / TAA “Robo-mod” seeks to delete prohibited products from GSA Advantage. Through the multiple rounds of prohibited products Robo-mods executed in FY 2020, the total number of potentially prohibited products flagged by FAS decreased from 2,965 to 899, which is equivalent to a 70% total decrease.

GSA is committed to section 889's goals and has spent significant effort to educate contractors, educate its workforce, and think strategically about the supply chain threat posed by the five named Chinese companies. GSA foresees potential challenges with the implementation of the rule due to increased cost, diminished market availability, or contractor knowledge about their own supply chain.

FAS has also made strides in maturing its overall SCRM program. FAS completed its Organizational Level SCRM plan, and its Mission Level Plan for Respond-Remove was signed by the FAS Commissioner on August 6, 2020. The Plan aligns with the Federal Acquisition Security Council (FASC) Interim/Final Rule and creates a process, communication plan, and tools to execute removals and exclusion orders by the FASC. The SCRM Champions received a formal presentation on the final plan on September 3, 2020. FAS also prepared a Gov Delivery Insite message for the workforce, along with a link to a slide deck for more training data on the Respond-Remove plan.

GSA remains committed to implementation of SCRM practices and strengthening maturity.

Implementing procurement through commercial e-commerce portals

In FY 2020, the focus of the Commercial Platforms program was on the acquisition for the proof of concept (POC) with e-marketplace platforms, agency engagement, and the subsequent launch of the proof of concept to an initial subset of agency participants. The POC approach allows FAS to start small, test program capabilities, refine and then ultimately grow the program based on lessons learned. This provides GSA with the ability to best understand what a Government-wide approach could look like for online open-market buying to smartly scale into the future. Throughout FY 2021, the program’s focus will remain on agency engagement and growth of the proof of concept; collection and analysis of spend data; and implementation of the program’s performance measurement process.

Launch of Proof of Concept

Award was made to three e-marketplace platforms (Amazon Business, Fisher Scientific, and Overstock.com) in late June 2020 to support the launch of the POC which occurred in mid August 2020. Each of the awarded e-marketplace models offers important business-to-business (B2B) capabilities including account hierarchies/workflows, preferred pricing practices, supply chain risk management tools, promotion of preferred products (e.g., AbilityOne and small business), and spend data analytics for agency managers. These features, coupled with existing consumer features, offer a modern and streamlined buying process for Government purchase cardholders.

Through management of the contract, analysis of the spend data, and collection of feedback from agencies, FAS will have the necessary tools to assess the balance of commercial practices with existing Federal regulations and will better understand effects upon existing Government programs and acquisition vehicles. As part of the acquisition process, FAS developed a performance based approach that aligns Government requirements to existing commercial practices. It is important to stress, the Commercial Platforms initiative is not intended to replace existing Government purchasing channels. Instead, the e-marketplace platforms represent a valuable Government-wide purchasing tool for buyers looking to purchase open-market, as well as for agencies looking to gain key insights into open-market spend that today is not currently available.

FAS will also monitor supplier data protections, as outlined in Section 846, within the proof of concept to address potential conflicts of interest posed by e-marketplace platform providers who are also suppliers on their platforms. Valuable information will be available on how the platforms are complying with the Section 846 data requirements, while also identifying ways that platforms might use supplier data for the benefit of buyers. The data will also serve as a contract administration tool and will help FAS assess whether further programmatic changes or statutory clarifications are needed with respect to data protections.

Agency Engagement

To support the launch of the POC with participating agencies in FY 2020, the Commercial Platforms program has been actively engaged with agencies, and developed a comprehensive agency engagement roadmap. The program team is actively promoting the benefits of participating as part of a standardized, whole-of-Government approach to e-commerce purchasing as many agencies are considering or have already established one-off agreements with individual e-marketplace platforms. The program team is collaborating with agencies through one-on-one meetings, interagency forums, virtual training sessions, and newsletters.

To solidify agency participation in the POC, the Commercial Platforms program asks agencies to complete a 'roles and responsibilities' agreement. To date, the following seven agencies have signed agreements, indicating their willingness to participate in the POC: GSA, EPA, DOC, DOL, HHS, VA, and DOJ. As of the end of FY 2020, the first four agencies listed have on-boarded purchase cardholders to the POC, and the program will continue to scale in FY 2021. Lastly, the program continues to receive inquiries from agencies and has established a pipeline for FY 2021 to onboard new agencies, while organically growing the participants from existing agency partners.

Supply Chain Risk Management

One area of heightened importance to agencies is supply chain risk management. With the implementation of Section 889, Part A and Part B, and DHS's January 2020 report on *Combating Trafficking in Counterfeit and Pirated Goods*, FAS is taking meaningful steps as part of its POC to help agencies better manage supply chain risk. First, the program is using existing commercial practices around counterfeit and supply chain concerns. Second, within the contract, restricting sales to any excluded vendor listed on SAM.gov as well as at-risk products identified in statute, while also allowing agencies to further curate or filter what their buyers can purchase. Finally, recommending best practices as outlined by DHS for e-commerce platforms, while also reviewing agency spend post-purchase to identify suspect purchases.

Program Measurement

To ensure that program outcomes are being met by all awarded e-marketplace platform providers, FAS has established a comprehensive and flexible program measurement approach. The framework employs both quantitative and qualitative measures to effectively measure program progress and performance. Quantitative measures allow FAS and the agencies to assess areas such as small business utilization, price competitiveness, and AbilityOne compliance. This data will help determine how better buying strategies and decisions can be made through the use of these e-marketplace platforms. Over time, this framework will continue to evolve based on feedback from both agency and industry stakeholders.

The user experience is an equally important program indicator as it speaks to the agency buyer's satisfaction in utilizing this channel for open-market spend, particularly as it relates to other available channels. FAS is partnering with the GSA Office of Customer Experience to assess the qualitative aspects of the program through user survey tools and agency interviews. The insights gleaned will help platform providers improve upon their existing platforms, while also giving FAS an important understanding of how buyers are using different open-market tools for purchasing.

Looking ahead, FAS will continue to work with all interested stakeholders in the implementation of the initial POC and in the future strategy and growth of the program.

Transitioning customers to the new EIS contract

In order to ensure a timely transition from the legacy contracts to EIS, FAS developed a "Project Plan for Closeout of EIS Transition" to establish accountability for both FAS and customers to develop sound transition schedules and adhere to them. To motivate agencies to execute their transitions, FAS is actively addressing the requirements and taking the actions outlined in the Closeout Plan. It is important to note that FAS does not have the authority to compel agencies to take specific actions. It is also important to note it is not FAS' intention to disrupt agencies' telecommunications in a way that causes harm to them or to the citizens they serve. GSA is judicious and thoughtful in its implementation of the Closeout Plan, giving both the agencies and their service providers due course to identify any factors that warrant additional time to remain on the expiring contracts, and GSA has on several occasions granted not only additional time but additional assistance from FAS experts to address the challenges delaying the agencies' transitions.

In accordance with the Closeout Plan, FAS is undertaking two main strategies, detailed below.

Limiting Users on Extended Contracts

In July 2020, FAS revised the Networks Authorized Users List (NAUL) to remove 11 agencies that had met the criterion for removal in the plan for Phase 1, that is, those agencies that were non-responsive to GSA's outreach and offers of assistance. As of October 14, 2020, 7 of those 11 agencies have been disconnected and the remainder are in progress. In this phase, FAS became aware that two other agencies originally set to be disconnected were in fact providing health services, and as a result, GSA halted the disconnections.

Subsequently, FAS initiated Phase 2 of the plan to evaluate and potentially remove two categories of agencies: (1) those who had not yet submitted any solicitations to GSA for scope review and (2) those who had indicated they do not intend to transition their services to EIS. In September 2020, FAS notified 53 agencies that they had met one of these criteria and were subject to removal from the NAUL unless they provided sound plans to demonstrate that they will make transition progress in a reasonable timeframe. As a result, six of the agencies quickly submitted their solicitations for scope review, meeting the requirement for making progress. Another 15 agencies provided sound transition plans with reasonable schedules that allowed FAS to grant them additional time to execute those plans; however, these agencies must meet the requirements of all the future phases of the plan, and some have future dates specified for which they will be removed from the NAUL. The remaining 32 agencies will be removed from the NAUL in Phase 2; and that NAUL is being prepared at this time (October 2020). In early January 2021, FAS will begin the process for executing Phase 3, which includes notifying agencies, reviewing and responding to appeals, and then removing from the NAUL agencies that do not meet the established criteria.

Freezing Contract Modifications and Orders

On October 1, 2020, FAS began to enforce the freeze on all modifications to the expiring Network and WITS 3 contracts and new orders on the Local Service contracts. While agencies may request freeze exceptions for urgent operational needs, detailed transition plans are required for approval. FAS anticipates that the freeze will both limit growth on the expiring contracts and motivate agencies to aggressively manage their transition.

Ongoing Agency Support

In addition to the Closeout Plan, FAS continues to assist agencies in making transition progress.

- FAS continues its efforts to help small agencies with the acquisition fair opportunity process of selecting an EIS contractor. To date, FAS has delivered 91 fair opportunity packages to agencies to help them select their contractor.
- To date, FAS has supported agencies in awarding 193 EIS Task Orders.
- In Fiscal Year 2021, FAS will continue providing transition ordering assistance to 26 large and medium agencies which will help them complete their EIS solicitation awards.

FAS will continue to monitor progress across the Federal Government as agencies release solicitations, award task orders, and transition their telecommunications and network services to EIS.

Challenge #4: Maximizing the Performance of GSA's Real Property Inventory

Agency Actions Completed or Planned

GSA will continue to maximize the performance of its real estate portfolio while achieving significant cost savings for American taxpayers, and provide safe and high-performing facilities for Federal agencies to successfully deliver their mission. Effective asset management, integrated delivery of workspace solutions, and consistent application of project management principles will provide agencies the opportunity to enhance their work environments, improve space utilization, and reduce real estate costs. GSA promotes investments to optimize federally owned assets and lower the cost of the leased portfolio. In FY 2021, GSA will continue to increase the sales of under-utilized federally owned assets to better achieve a Government-owned portfolio of high-performing assets.

GSA's execution of the Real Estate Investment and Savings Strategy will be a primary focus for PBS in FY 2021. GSA is committed to making sound and cost-effective reinvestments in the Federal infrastructure that will address the growing backlog of critical repairs and renovations and determine the long-term viability of PBS's real estate portfolio.

The Federal Buildings Fund (FBF) was established in 1972 to finance the activities of the Public Buildings Service. The annual appropriation to the FBF provides PBS with limited new obligational authority to spend revenues and collections deposited into the Fund to operate, maintain, and invest in its real property inventory. PBS's real estate liabilities continue to compound year after year due to the FBF's limited appropriations relative to its budgetary need. While a substantial and growing balance in the FBF has accumulated over time, PBS does not have the obligational authority it needs to effectively reinvest in federally owned facilities. PBS's limited appropriations have created decade-long shortfalls, hindering its ability to address the deterioration of aging federally owned facilities, and to reduce the Federal real estate footprint, which could save taxpayers billions of dollars. During 9 of the last 10 fiscal years, PBS's revenues and collections exceeded its appropriated budget authority. PBS has been underfunded by approximately \$9.4 billion, including \$4.4 billion over the last four years, which significantly affects PBS's ability to sustain its portfolio and meet customer agencies' mission needs. In order to improve asset utilization, operate effectively, and consolidate costly leases, it is imperative that GSA receive full access to its revenue and collections to reinvest in federally owned properties to effectively support customer agencies and their mission needs.

GSA's FY 2021 Real Estate Investment and Savings Strategy will help PBS overcome these challenges. PBS has taken steps to create a solvent portfolio, balancing PBS's lack of capital funding by prioritizing projects that maximize asset performance, achieve cost savings, reduce liabilities, and drive space consolidations. In FY 2021, GSA will continue to build upon its prior successes as well as execute initiatives that address the OIG's concerns. This Strategy focuses on targeted capital building investments that will reshape the cost structure of the portfolio and result in one that is of higher quality, better maintained, smaller, and more efficient. This strategy consists of three components or priorities:

- Footprint Optimization
- Lease Cost Avoidance
- PBS Productivity

Footprint Optimization

PBS's Footprint Optimization priority aims to meet Federal customers' real property requirements at the lowest cost to the taxpayer, while maintaining assets that are safe and operate efficiently and effectively. PBS is focused on reducing the Federal footprint through the consolidation and disposal of underutilized Federal property, and enabling lease cost avoidance, which is an OIG highlighted challenge.

PBS optimizes the Federal footprint by focusing on real estate solutions in owned and leased assets. From the inception of Reduce the Footprint in FY 2015, PBS has helped its customers realize a reduction of almost five million rentable square feet. PBS achieved these reductions and taxpayer savings by working with customers to efficiently plan for their space needs offering innovative workplace strategies to arrive at cost-effective, state-of-the-art real estate solutions. Throughout the COVID-19 pandemic, PBS kept customer agency needs at the forefront while balancing the immediate effect on the entire portfolio and the necessity of keeping tenants and the public safe through new mandated janitorial/disinfection requirements. PBS is supporting Federal tenants as their real estate needs evolve to help determine their future demand for Federal real estate.

In its FY 2021 Budget, GSA has requested \$1.3 billion in Repairs and Alterations funding. A portion of this funding will enable PBS to prioritize those projects with a high return-on-investment, including the following five projects, which will generate \$1.1 billion in estimated savings compared to leasing over a 30 year period:

- ICE consolidation at 201 Varick Street in New York: \$201 million savings.
- Department of Education consolidation at the Jacob K. Javits Federal Building in New York: \$34 million.
- Tacoma Union Station Building renovation in Tacoma Washington: \$28 million.
- West High Low Building on the SSA Headquarters Campus: \$230 million.
- Metcalfe Federal Building in Chicago: \$601 million.

These projects and others in GSA's requested budget were selected to prioritize PBS's limited resources towards projects that protect taxpayer investment, reduce lease costs, and decrease inventory liabilities.

PBS has developed tools and workplace strategies to consolidate space, reduce leased inventory, and minimize financial costs and vacant space. PBS's vacant space in FY 2020 totaled only 3.1 percent, significantly below the industry average of 13 percent¹.

In FY 2021, Funds from Operations is one of PBS's critical measures to focus the organization on generating revenue, seeking ways to backfill vacant space timely and minimizing financial losses. In response to the audit findings the OIG referenced in the FY 2021 GSA Management Challenges, PBS has been evaluating risk of vacant space relative to its portfolio planning efforts, including consideration of the remaining costs of the lease term, potential for backfill, lease buyout, and early termination rights. PBS is implementing processes to ensure timely and accurate execution of lease actions and rent bills and controls to ensure standard lease terms are enforced. PBS received a clear audit from the OIG's review of OCFO Internal Controls over Improper Payments for leases.

In order to optimize the footprint, PBS is also spearheading asset disposals and exchanges for the Federal Government. PBS aggressively identifies and disposes of underperforming assets through expanded sales and outleases, auctions, and transfers to local entities. In the last 5 years, GSA awarded 654 disposal projects on behalf of all Federal agencies totaling over \$425 million in proceeds. Despite the pandemic and the associated effect on real estate markets, PBS exceeded its target in FY 2020 by generating \$59 million in gross sales revenue from disposing of 94 properties. Additionally, PBS awarded 96 percent of non-competitive sales and donations within 220 days, exceeding PBS's target of 93 percent.

PBS also plays a critical role in executing the Federal Assets Sales and Transfer Act (FASTA) of 2016. PBS is providing substantial support to the Public Buildings Reform Board and customer agencies to ensure the success of the FASTA program. In FY 2020, PBS established a Program Management Office dedicated to the implementation of FASTA and signed a Memorandum of Agreement with the Board that defined roles and responsibilities for PBS's implementation of the disposal recommendations.

The OIG stated that PBS has only acknowledged receipt of agency property submissions and is not yet accepting the report of excess (ROE), which triggers the 1-year FASTA deadline. However, PBS is working closely with landholding agencies to finalize property due diligence packages and will accept the ROEs upon completion of the required information and finalization of tenant relocation strategies. Due to the effect the pandemic is having on commercial markets, and the need to identify proceeds to fund future projects, the Board reset its strategy to direct GSA to pursue a potential sale of the FASTA high value assets as a single portfolio offering by September 30, 2021. GSA is in the process of contracting for real estate advisory and brokerage services to assist in developing a transaction strategy that will result in the sale of all properties and the collection of proceeds by the end of FY 2021.

¹ As reported in the CBRE Office Vacancy Report Q2 2020

Lease Cost Avoidance

The second priority from PBS's FY 2021 Real Estate Investment and Savings Strategy is Lease Cost Avoidance, which focuses on saving money and providing the best value to the customers and the American taxpayer. PBS's portfolio shows that targeting specific lease agreements offer the greatest potential savings. Approximately 45 percent of PBS's leases will expire between FY 2022 and FY 2026, which creates a unique opportunity for GSA to restructure its lease inventory to achieve savings through favorable lease terms, including below-market rates. GSA avoided approximately \$3.5 billion in full-term lease costs from FY 2018 through FY 2020. By targeting the highest cost leases, GSA is on track to exceed its \$4.7 billion lease cost avoidance target over the life of new lease agreements from FY 2018 through FY 2023 utilizing the Lease Cost Avoidance Plan.

PBS has successfully:

- 1) Obtained rental rates 12.6 percent below market rates by executing longer-term leases rather than short-term extension actions at escalated rates (PBS increased the average lease term from 6.4 years in FY 2018 to 8.1 years in FY 2020).
- 2) Reduced its leased portfolio by 188,000 rentable square feet through space consolidations and moves to federally owned space.
- 3) Increased lease replacement from less than 50 percent in FY 2018 to over 70 percent in FY 2020.

The future Federal workplace is continuing to evolve, with changing customer requirements as more employees telework. PBS is assisting customers with space and technology solutions to ensure agencies are capable of delivering their mission through new ways of performing their work outside of a Federal facility. Reduction in demand for Federal real estate may provide opportunities for greater space reductions and savings. In FY 2020, PBS developed a new process to deliver large space requirements to customer agencies quickly and efficiently, streamlining the lease process. PBS also implemented robotic process automations in the leasing program, which is estimated to save 10,000 labor hours while standardizing processes. PBS focused responsibility for lease contract administration in three zonal centers of expertise, resulting in streamlined operations and improved accuracy and timeliness of lease payment processing, saving over \$30 million.

Additionally, PBS created a new Simplified Lease Acquisition Template (SLAT) model that addresses the Simplified Lease Model issues identified in the OIG audit on holdovers and extensions. The new SLAT Model minimizes the level of effort required to complete smaller acquisitions. PBS has continued to limit the level of lease holdovers to one percent or less, showing no increase relative to the overall size of the portfolio.

The Lease Cost Avoidance Plan optimizes the Federal footprint, saves taxpayer dollars, and fulfills GSA's mission. PBS is driving these leasing improvement efforts throughout all 11 regions to save taxpayer money, reduce space, and increase consistency and accuracy through the leasing process.

PBS Productivity

The PBS Productivity priority, which is the third component of the FY 2021 Real Estate Investment and Savings Strategy, will improve the efficiency of PBS's mission delivery. The PBS Productivity priority focuses on strengthening Global Project Management practices, streamlining processes, implementing innovative tools, better using, enhancing acquisition strategies, and increasing internal controls. This effort is aimed at preparing PBS's workforce for success and reducing PBS's expenses. GSA is investing in robotic process automations, system improvements, internal controls, and process standardization to create consistent and nationally standard business processes that will generate efficiencies and save money. Driving consistency has been a concern highlighted by the OIG that GSA is addressing through this initiative.

One of PBS's FY 2021 Strategic Initiatives supporting the PBS Productivity priority is Global Project Management (gPM), an organization-wide practice of the industry's approach to project management. By positively affecting customer satisfaction, gPM is aimed at delivering projects within scope, on schedule, and on budget, and delivering quality projects. In response to the OIG's assertion that PBS has become reliant on construction management firms, PBS has established internal controls and new processes since the audit fieldwork was completed to assist in construction management, in alignment with gPM principles to clarify roles and responsibilities associated with project delivery. The use of construction managers is an integral part of project delivery and is also a common practice within the private sector. The construction manager enhances the level of expertise applied to managing a project from start to finish.

Contractors are not permitted to perform inherently governmental functions. PBS has established several internal controls to enable proper oversight of construction manager activities, including a checklist that identifies activities which are inherently governmental and should not be delegated. Furthermore, the implementation of the Project Management Order, creation of the Project Management Guide, Statements of Work, and several certifications such as FAITAS (Federal Acquisition Institute Training Application System) for Project Managers and Contracting Officer Representatives are now in place. GSA also developed the Electronic Acquisition System Integration (EASi) for contract files and data management, including components to ensure contract documents are stored correctly. Lastly, Contracting Officer Representative responsibilities have been clarified and reinforced with the use of certification requirements and tools to enable consistency. These internal controls have been implemented throughout PBS regions for consistency in application.

Additionally, under the PBS Productivity priority, PBS is leading an initiative to support Strategic Acquisition for Quality Services, which lays the foundations for future efficiencies and operational improvement in facilities management. Strategic Acquisition for Quality Services is designed to improve the planning, procurement, and administration of facilities management service contracts and implement standard processes, tools, and training. The more efficient use of acquisition tools and strategy will help save taxpayers money as well as improve service delivery.

As previously stated, PBS is hindered in its ability to fully invest in Building Operations and Maintenance due to limited access to revenues and collections deposited in the FBF. PBS's inability to tap into additional FBF funds is causing further deterioration of aging Federal assets. PBS

allocates its funding to the most deserving projects through a vigorous decision process, balancing competing needs and priorities. GSA is committed to executing deserving, cost-effective investments into its assets that will reduce long-term costs and the growing backlog of critical repairs and renovations that are necessary in Federal facilities.

In the FY 2021 Management Challenges, the OIG identified obstacles in PBS's Operations and Maintenance program including inconsistent contract administration practices, accurate facility condition needs, and adequate expertise in its field offices.

- **Inconsistent contract administration:** The OIG has identified contract administration inconsistencies during inspections in service centers. PBS is aggregating its operations and maintenance contracts through the Strategy Acquisition for Quality Services, which will reduce its costs and administrative burden, while gaining consistency in contract administration practices such as inspection services. The goal of this initiative is to not only realize cost reduction goals but also maintain consistent and reliable levels of service. In addition, effective January 1, 2021, PBS will require that all Contracting Officer's Representatives (CORs) use standard, automated forms for the inspection of recurring service contracts. The standardized forms will be accessed and retained in our computerized maintenance management system. We will also be engaging subject matter experts (e.g., Industrial Hygienists, Fire Protection Engineers) to review contractor deliverables and support the activities of CORs prior to acceptance by the Government.
- **Identify accurate facility condition needs:** PBS established a national goal in FY 2020 to measure the percentage of buildings with active preventive maintenance plans and has significantly improved in this area. Through training, systems and processes across PBS's regions, PBS is improving in the accuracy of facility condition records, maintenance and repair history, and work order backlog. In FY 2020, the percentage of preventive maintenance plans in place increased to 87 percent, a more than 20 percent increase since FY 2019. Additionally, PBS closed 98 percent of preventative maintenance items on time last year.
- **Maintain expertise in field offices:** PBS has a vigorous training program for facilities managers and has improved this training throughout FY 2020. The Federal Buildings Personnel Training Act (FBPTA) of 2010 requires all Federal personnel providing building operations and maintenance services to demonstrate competencies necessary to effectively operate Government facilities. PBS continues to use FBPTA to assess our workforce and provide the training that is necessary to fill our skills gaps. In the most recent workforce assessment, the area with the lowest workforce proficiency was technology of maintenance management systems. To address this gap, PBS has created classes that specifically address these areas and are now available to all employees. PBS will continue to use the FBPTA competencies to assess the workforce, identify skill gaps and gear our training plans to fill those gaps.

Despite funding limitations and the pandemic, PBS has met these difficult challenges successfully, keeping buildings open, operational, and safe for customer agencies to meet their mission needs. PBS has risen to these challenges, cleaning and disinfecting over 4,400 workspaces and updated 99.7% of our custodial specifications in accordance with CDC guidance, keeping PBS buildings safe for employees and the public.

The OIG also references management of Energy Savings Performance Contracts (ESPC) and Utility Energy Service Contracts (UESC) in GSA's Management Challenges. ESPCs are long-term, high value contracts and proper administration of these contracts and task orders is important. In response to audit findings, PBS has already implemented corrective actions. PBS issued a memorandum in January 2018, *"Operational Guidance and Instructions Outlining Roles, Responsibilities, Administration and Reporting Requirements for Energy Savings Performance Contracts,"* addressing the findings for Operations and Maintenance savings and inadequate witnessing. PBS is also identifying and recovering savings shortfalls, setting up processes to ensure that ESPC contract files include key documentation, and completing guidance for annual savings evaluations on ESPCs.

PBS is required to follow the Department of Energy's Federal Energy Management Program (FEMP) guidance for ESPCs. While there is no FEMP requirement to prove that guaranteed savings are delivered through an agency's internal accounting, which is the methodology OIG used to calculate savings, PBS recognizes the importance of this issue and is taking it into consideration, where appropriate, as it administers ESPCs going forward. PBS is also in the process of strengthening guidance and controls for UESCs in FY 2021.

Challenge #5: Implementing GSA’s Role Under the Comprehensive Plan for Reorganizing the Executive Branch

Agency Actions Completed or Planned

In June 2018, the administration released a plan to reorganize the Federal Government, "Delivering Government Solutions in the 21st Century; Reform Plan and Reorganization Recommendations." In accordance with the plan, several core functions currently performed by the U.S. Office of Personnel Management (OPM) would transfer to GSA. As noted by the Officer of the Inspector General (OIG), Congress included a provision in the FY 2020 National Defense Authorization Act (NDAA) prohibiting the agencies from engaging in any further merger-related activities, pending the results of a study by the National Academy of Public Administration (NAPA). NAPA’s recommendations about OPM are expected in March 2021, with a subsequent six-month period allocated for developing justifications and analyses after which Congress would consider enabling legislation. GSA engaged and completed its response to the NAPA study related to the potential OPM-GSA transfer of core functions and specified IT infrastructure. GSA submitted its response to NAPA in October 2020.

GSA affirms the OIG’s statement that “GSA and OPM are no longer taking active steps to transfer OPM’s core functions and IT infrastructure to GSA.” Since the passage of Section 1112 of the FY 2020 NDAA provision that prohibits transfer of functions from OPM to GSA until at least 180 days after a report by NAPA, and subject to enhancement of any required legislation, the Administration is no longer pursuing the reform, and looks forward to working with Congress on solutions to address the existing needs of OPM.

GSA concurs that, should merger efforts resume in late FY 2021 or beyond, GSA will build upon the foundational work initiated by the President’s Reform Plan and incorporate OIG’s recommended key actions related to addressing legal authorities, conducting due diligence, and engaging relevant stakeholders.

Challenge #6: Managing Agency Cybersecurity Risks

Agency Actions Completed or Planned

Cybersecurity is an important GSA and national priority. GSA maintains a formal program for information security management focused on Federal Information Security Modernization Act (FISMA) requirements and protecting GSA IT resources. This program is focused on processes necessary to mitigate new threats and anticipate risks posed by new technologies and follows the National Institute of Standards and Technology's cybersecurity framework for making risk-based determinations.

GSA meets all FISMA Cross-Agency Priority Goals for cybersecurity and received a "Managing Risk" rating across all capability domains and overall for the Risk Management Assessment Scorecard. GSA also received an overall "Effective" rating from the OIG for the GSA IT security program in the FY 2019 and FY 2020 FISMA independent review(s).

Controlling Access to Sensitive Information in GSA Systems

The OIG's reported cybersecurity challenges in this area relate to (1) previously reported OIG threats to sensitive information including exposures of personally identifiable information, the mishandling of procurement information, and the provision of unauthorized access to internal infrastructure documents by Agency employees; and, (2) GSA employees sending sensitive Agency business information and sensitive personnel information to their private email accounts outside of the GSA network from their Government email accounts.

Cybersecurity challenges as described in (1) occurred in 2015 and related to inappropriate sharing in GSA's collaboration platform. The issue was corrected via a Corrective Action Plan (CAP) that included robust technical capabilities, supporting operational processes, and recurring annual awareness training for securely sharing in a collaborative environment.

Challenges as described in (2) are not pervasive but an acknowledged threat. They corresponded to six GSA users in FY 2019 and FY 2020 sending sensitive Agency business information and sensitive personnel information to their private email accounts outside of the GSA network from their Government email accounts. The incidents in question were triaged and resolved or are pending resolution following established GSA processes. These incidents happened in spite of effective cybersecurity training. GSA has formal policies, procedures, and processes including mandatory security training for proper handling of sensitive information and prohibits sharing with personal accounts. GSA will review its security training program to identify additional opportunities to help users better understand their responsibilities in protecting security information and the prohibitions against sharing with personal accounts.

In FY 2021, GSA IT will further strengthen cybersecurity capabilities focused on data protection, including access to sensitive information, by:

- Implementing Department of Homeland Security (DHS) Continuous Diagnostics and Mitigation (CDM), Privileged Access Management (PAM), and Identity Management Solution for privileged access and account management.
- Strengthening GSA's enterprise account management and recertification processes, ensuring accounts are recertified annually and removed in a timely manner.
- Providing ongoing training to the cybersecurity stakeholders responsible for the implementation of key cybersecurity controls within GSA information systems. The training includes topics for protection of sensitive data, sharing in a collaborative environment, and the annual rules of behavior and security awareness.
- Ensuring that contracting officers, contracting officer's representatives (COR), and program managers validate that the appropriate cybersecurity language is included in all GSA IT contracts as outlined in GSA policy and procedures.
- Performing an analysis and developing a plan to implement data at rest encryption for all GSA information systems (including contractor-owned and -operated) that store, process, and transmit personally identifiable information and financial information.
- Refining GSA's Cloud Access Security Broker solution.
- Development of machine learning models and dashboards in GSA's enterprise logging platform to provide better insight into risks, threats, and operations.

Delivering the System for Award Management (SAM)

GSA is responsible for delivering the new System for Award Management (SAM), the end product of a Presidential E-Government initiative to consolidate 10 acquisition and financial assistance-related legacy systems. GSA continues to evaluate the effectiveness of the technical controls and safeguards implemented within SAM to secure the system, protect users and data from malicious threats, and form a layered defense.

Building on extensive controls implemented and tested in FY 2018 and FY 2019 to deter fraudulent activity in SAM, in FY 2020, GSA took additional steps when it conducted risk assessments of processes and procedures, assessed system security posture, and identified areas and opportunities to strengthen security controls and improve responsiveness to resolution.

In FY 2021, in response to earlier audit findings, GSA will take the following steps:

- Align SAM.gov to GSA's Vulnerability Disclosure Program (VDP). GSA's VDP was developed in accordance with DHS BOD 20-01 and OMB M-20-32.
- Continue implementing increased security controls around processes and procedures.

As part of a Government-wide technology modernization effort, the IAE Program Office is introducing a new unique Entity ID, generated in SAM.gov, as the official entity identifier for doing business with the Government. The SAM-generated unique entity identifier will replace the Data Universal Numbering System (DUNS) number and supporting entity validation services provided by Dun &

Bradstreet (D&B), which SAM currently uses to identify unique entities, control entity relationships, and manage user permissions. When the transition is complete, Ernst & Young (EY) will provide validation of entity uniqueness and core entity data. The EY proprietary identifier will be mapped to the SAM-generated unique ID, allowing the Government, in the future, to competitively contract for entity validation services while avoiding the use of a proprietary identifier. The SAM-generated Unique Entity ID standard was developed by an interagency working group and published in the Federal Register on July 10, 2019. IAE began the development efforts to make this system change and are continuing to treat security as foundational, ensuring compliance with relevant GSA IT Security policies.

GSA and the SAM.gov program office take seriously the complaints about third parties that allegedly defraud SAM registrants. In order to address this issue, GSA has an active customer outreach campaign. The SAM.gov website also emphasizes that SAM.gov is free to use and that there are free assistance services available.

The SAM.gov program continues to mature its management practices to identify and address risks to project completion and to ensure the project is delivered in a cost-effective and timely manner. The SAM.gov program follows the Scaled Agile Framework (SAFe) software delivery methodology which focuses on continuous improvement throughout the software delivery lifecycle. The SAM.gov Program Team has established the Joint Product Team (JPT), which is focused on reviewing the program backlog, decomposing business requirements, identifying risks and dependencies associated with business requirements, analyzing and assessing the size and scope of business requirements, and developing the architectural runway to ensure the development teams are ready to begin development at the beginning of each program increment. In addition to SAFe and the JPT, the SAM.gov program team holds regular meetings to review the risk register and monitor contractor performance. In developing three critical software components in FY 2020 (Contract Opportunities, Federal Hierarchy, and Data Bank Reporting), the SAM.gov used SAFe, the JPT, and regular program reviews to identify and mitigate system risks and support the proactive management actions, ensuring the development of project deliverables on time and on budget.

Lastly, GSA recognizes the importance of ensuring proper controls for the use of Robotic Process Automation (RPA). As such, the GSA RPA Program's development and maintenance process is integrated and compliant with IT, IT Security and Privacy Governance controls and closely coordinated with the Office of GSA IT to obtain the proper security and access approvals to mitigate cybersecurity and process risks.

GSA will continue to implement effective cybersecurity controls and adequate policies and procedures to help mitigate cybersecurity and credentialing risks.

Challenge #7: Managing Human Capital Efficiently to Accomplish GSA's Mission

Agency Actions Completed or Planned

GSA recognizes effective human capital management as critical to the agency's continued success. In GSA's FY 2020 enterprise risk assessment, senior executives viewed human capital as a top agency risk for the second year in a row. GSA has focused its efforts on workforce planning and recruitment, tailored to the specific needs of each organization, to proactively mitigate the challenges associated with workforce management.

GSA has demonstrated its commitment to improving human capital processes and procedures through the following recruitment and workforce planning activities:

- Workforce Planning has become a new mandatory performance plan requirement for all GSA Heads of Service and Staff Offices (HSSOs).
- 14 of 14 (100%) GSA organizations have progressed at least one level on the Workforce Planning Maturity Model, and 11 of the 14 (79%) GSA organizations have progressed two levels.
- The GSA Enterprise Emerging Leaders Program (EELP) has been consolidated into one capstone, enterprise-wide program that is centrally managed and fully funded. Additionally, GSA developed and executed a recruitment effort to support implementation of the capstone program.
- GSA developed an agency recruitment strategy and identified the requisite resources to support GSA-wide FY 2021 staffing plans.

Over the next year, GSA plans to continue this emphasis on effective human capital management with the following activities:

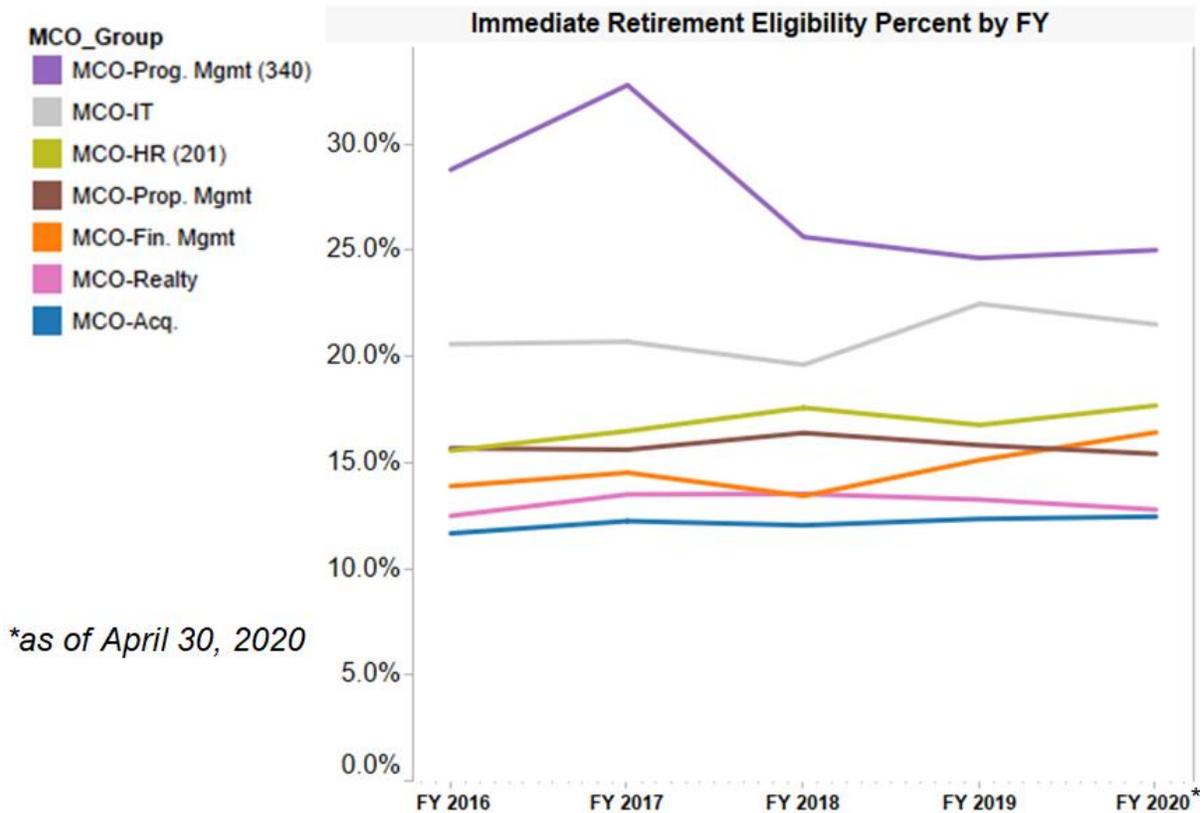
- Workforce planning will continue to be a performance plan requirement for all GSA HSSOs, and will include targeted Human Capital initiatives to move SSO organizations toward level 3 of the GSA Workforce Planning Maturity Model.
- GSA onboarded the first EELP recruits in October of 2020 and began the program on schedule.
- GSA is implementing the agency recruitment strategy established in FY 2020 based on organization-level FY 2021 staffing plans.

GSA takes seriously its talent pipeline management, including succession planning and hiring strategies to mitigate the potential losses from retirement. This is especially true for GSA's mission-critical occupations (MCOs). OIG highlights their concern that *"GSA faces the loss of experience and expertise through retirements as 15 percent of the mission-critical workforce are eligible to retire now and 32 percent will be eligible to retire over the next 5 years."* OIG also notes that *"GSA concerns included the ability to hire the right people, struggles with hiring entry-level staff, and retaining personnel who have adequate knowledge and skills...Between 27 and 57 percent of the staff in*

GSA’s mission-critical occupations are eligible for retirement in the next 5 years, as of May 31, 2020.”

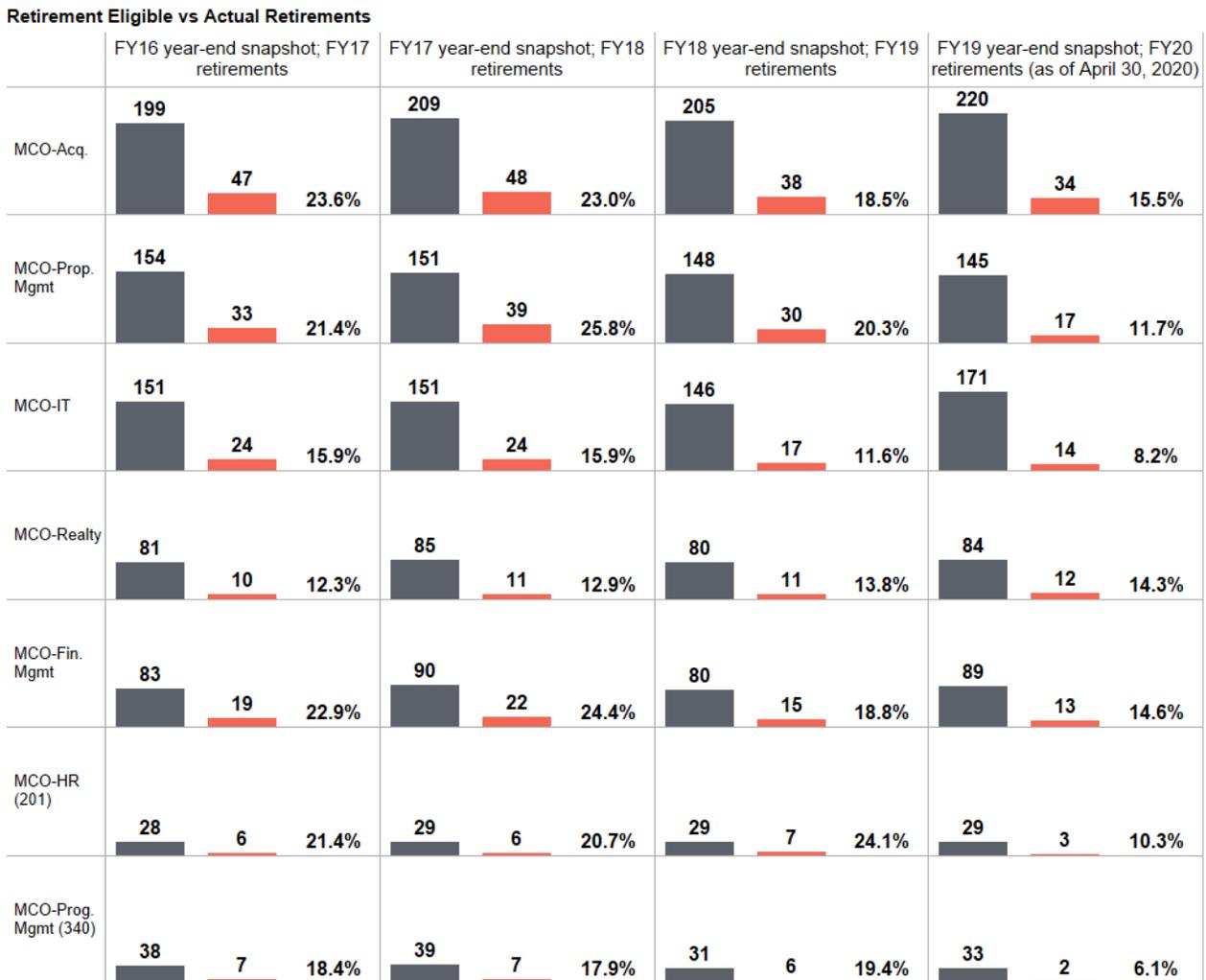
As evidenced by the rigorous methods it uses to both track and forecast changes in retirement eligibility, GSA agrees that this is an important metric with significant implications for the workforce. However, according to GSA’s most recent workforce data, MCO retirement eligibility at GSA is consistent with historical norms, remaining relatively unchanged since FY 2016. For 5 of the 7 MCOs, the retirement eligibility percentage stayed within 1 percentage point from FY 2016 to FY 2020, with only Financial Management and Human Resources having modest increases of 2.5% and 2.1%, respectively, in their eligibility percentage over the same period (Figure 1).

Figure 1 – Mission-Critical Occupation Retirement Eligibility Largely Unchanged Over Time



Perhaps more importantly, MCO retirement eligibility far outpaces actual retirements. In other words, only a small fraction of those eligible for retirement in any single year actually retire (*Figure 2*). Median time past retirement eligibility is 4 years GSA-wide and 3.8 years for MCOs, allowing the agency adequate time to build a pipeline to backfill MCO positions.

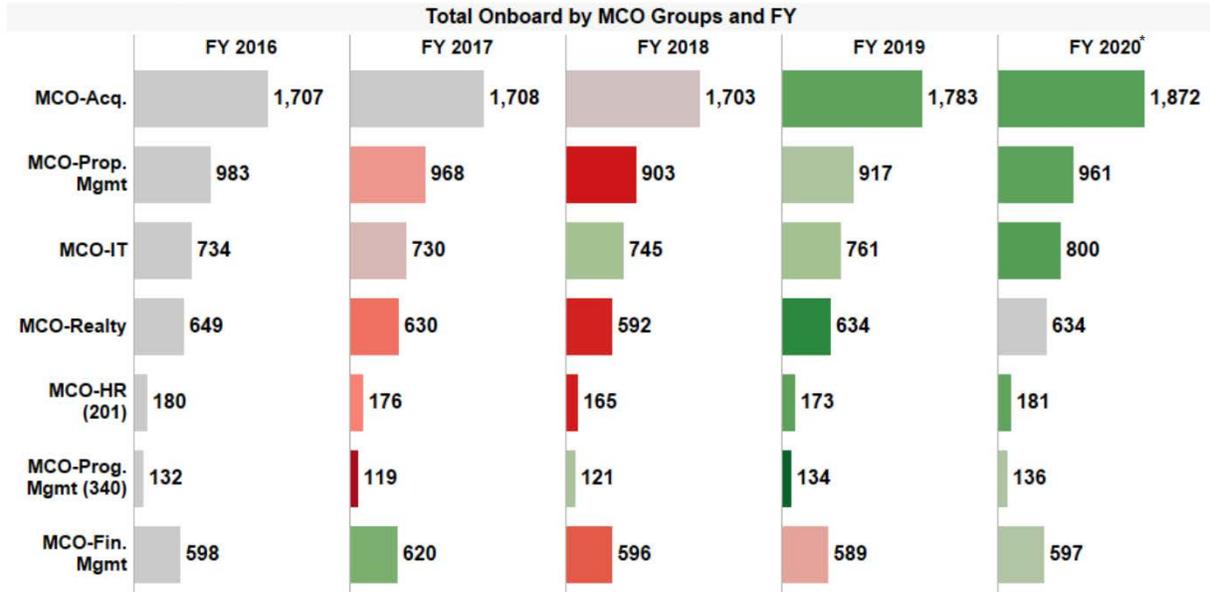
Figure 2 – At GSA, a Small Fraction of Retirement-Eligible MCO Employees Actually Retire Each Year



Black indicates employees eligible for retirement at the start of the FY. **Orange** indicates actual retirements during the FY. Percentage of retirement eligibles who retire is displayed on the right.

The relatively low rate of actual retirements in MCOs combined with strong hiring outcomes resulted in a net gain in positions for all MCOs since FY 2018 (Figure 3). Acquisition, HR, IT, and Program Management experienced a further net gain in positions going back to FY 2016. This growth of the MCO workforce underscores GSA’s commitment to sustaining a robust MCO talent pipeline and the effectiveness of its practices.

Figure 3 – GSA’s MCO Workforce Has Been Growing in Recent Years

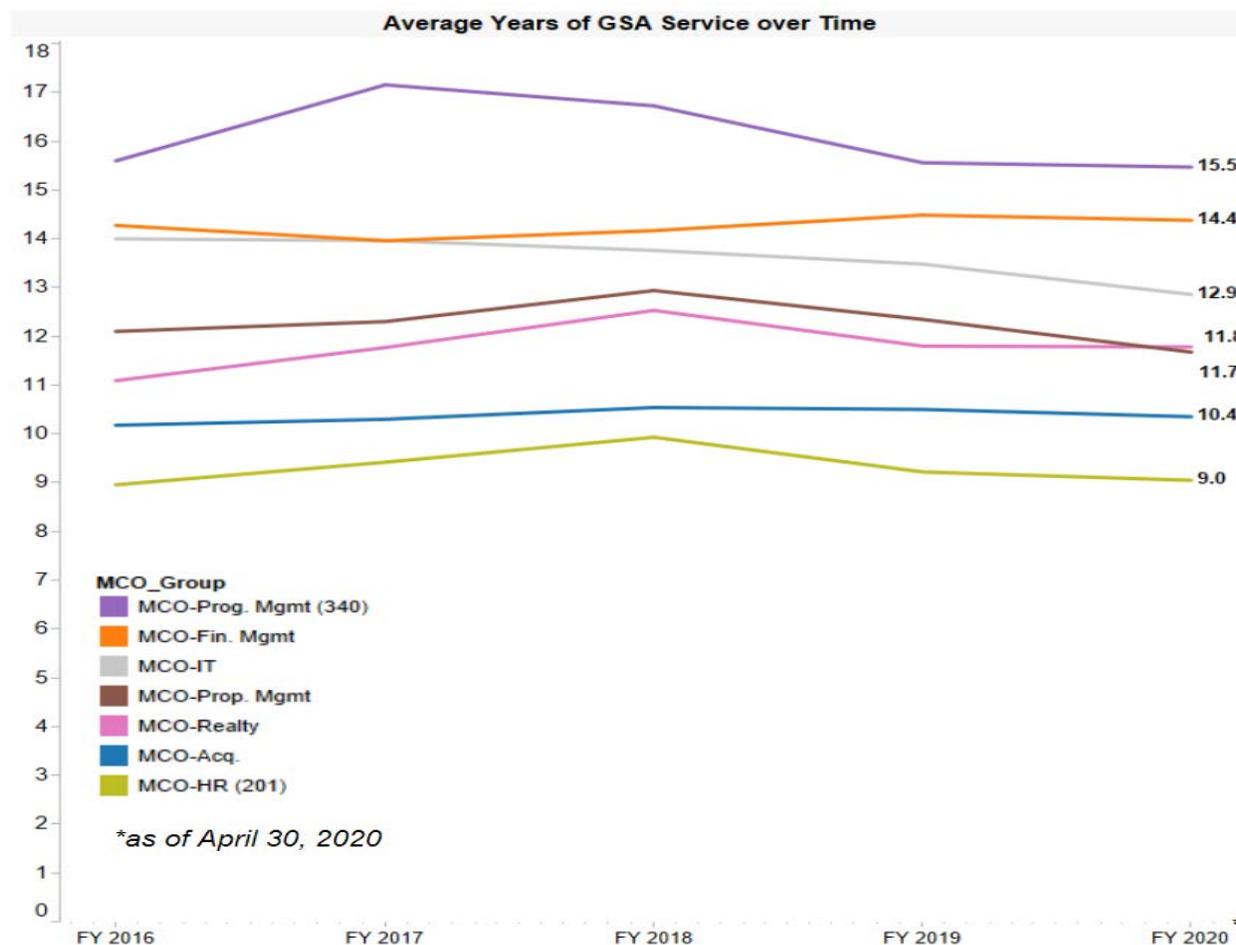


*As of April 30, 2020. **Green** indicates net increase from prior FY. **Red** indicates net decrease from prior FY.

Finally, the OIG notes that “with a significant portion of its mission-critical workforce eligible to retire over the next 5 years, GSA must strive to maintain technical expertise as the Agency works to meet regulatory requirements and customer demands.” GSA agrees with the OIG that it is important for any Federal agency, including GSA, to maintain technical expertise to ensure mission success. GSA sees this as a key pillar of effective human capital management and has placed special emphasis on MCO hiring and retention.

Indeed, analysis of GSA’s workforce data reveals that MCO tenure is robust - ranging from 9 years in Human Capital to 15.5 years in Program Management - and has remained consistent since FY 2016 (Figure 4). The MCO tenure data, in conjunction with the low rates of actual retirements and the overall net gains in MCO staffing levels, provide strong evidence that GSA is successfully maintaining the technical skills needed to deliver on its mission.

Figure 4 – MCO Employee Tenure is Consistent Over Time



GSA’s mission cannot be accomplished without its workforce. The agency is dedicated to maintaining a productive and mission-focused workplace that recruits and retains the best employees in the Federal government. GSA will continue to work diligently on effective human capital management that addresses workforce challenges and positions GSA as the employer of choice in the marketplace.

Challenge #8: Safeguarding Federal Facilities and Providing a Secure Work Environment

Agency Actions Completed or Planned

GSA provides safe, healthy, and secure workplaces for Federal employees and visitors. In partnership with the Federal Protective Service (FPS) at the Department of Homeland Security (DHS), GSA is continuously working to evaluate and improve its programs related to safety and security in Federal workplaces. Along with DHS, GSA serves as co-lead for the Government Facilities Sector, as outlined in the 2013 National Infrastructure Protection Plan, helping partner agencies by sharing expertise and best practices for the management of Government facilities.

Environmental and Health

GSA takes its role as the Federal landlord and the safety of its tenants seriously. GSA has improved processes and strengthened internal controls around its environmental and health safety program. In FY 2021, GSA is implementing a new environmental, health, safety, and fire compliance structure, which will strengthen a culture of compliance by standardizing processes and protocols. Additionally, GSA is establishing a central repository for all environmental, health, safety, and fire data to improve the collection of data, analyze trends, and plan for future mitigation projects. PBS is also in the process of developing a national occupant notification policy to keep tenants informed of conditions that affect them. Furthermore, GSA will provide compliance training to pertinent PBS employees.

GSA and FPS Collaboration

Since the signing of a memorandum of agreement between FPS and GSA on September 27, 2018, GSA now has access to facility security assessments and countermeasure recommendations using the FPS Modified Infrastructure Survey Tool. Having access to facility security assessments offers GSA the opportunity to review the assessments, research facility issues when they arise, and account for security in GSA facilities when necessary.

In January 2020, GSA and FPS entered into a Joint Strategy for the implementation of the 2018 memorandum of agreement between FPS and GSA. This Joint Strategy will facilitate proactive collaborative planning, information sharing, rapid response actions, effective execution, and mission accomplishment. In line with the Joint Strategy's framework, GSA and FPS have continuously shared information and intelligence related to events at GSA facilities, particularly during the civil unrest throughout FY 2020.

Security at GSA Child Care Centers

FPS is conducting comprehensive assessments to identify security vulnerabilities at each child care center located in a GSA controlled facility. The assessments will address specific vulnerabilities identified in the January 2020 OIG Audit. Once completed, GSA will vet any identified vulnerabilities and will work with Facility Security Committees for approval and funding of countermeasures. GSA is committed to addressing the proposed countermeasures where the agency is responsible for decision making and funding, and will work with sponsoring agencies to facilitate action to fund and implement upgrades for which they are responsible. If other agencies or Facility Security Committees decline to fund a countermeasure, GSA will consider options including moving forward with a countermeasure implementation, relocating a child care center, or closing a child care center.

GSA has already begun this process, and issued a memorandum to all PBS Regional Commissioners and Assistant Commissioners in July 2020 providing decision-making guidance to address facility security assessment countermeasures at GSA-controlled buildings with child care centers.

Unauthorized Access and Physical Access Control Systems (PACS)

Since 2017, GSA has discontinued the use of facility access cards and updated the Physical Access Control Systems (PACS) on 1200 doors and access points at approximately 95 facilities across the Nation. GSA continues to invest in PACS, updating legacy systems to meet the requirements of the Office of Management and Budget and the Interagency Security Committee. At the present time, all 11 GSA Regions are moving forward with a phased approach for implementation of the GSA e-PACS. Contingent on funding, this effort should be completed in FY 2022. The access cards GSA currently produces for the Executive Branch are all HSPD-12 compliant.

Challenge #9: Managing the Impact of COVID-19

Agency Actions Completed or Planned

Protecting the Health and Safety of Building Occupants

GSA considers the health and safety of occupants in GSA-controlled space as its highest priority. Since the first COVID-19 incident in GSA-controlled space was reported on March 9, 2020, GSA has addressed numerous COVID-19 incidents across its owned and leased facilities. Utilizing guidelines from the Centers for Disease Control and Prevention (CDC) as the basis, GSA has taken steps to ensure its communications, cleaning, and disinfection procedures are effective in response to the COVID-19 pandemic.

GSA developed a notification protocol to inform the building occupants' point of contact of COVID-19 incidents within 24 hours of PBS becoming aware. There is no CDC requirement for 24-hour notification as stated in the OIG's *Assessment of Management and Performance Challenges for FY 2021*; this is a PBS requirement. PBS has re-emphasized each building occupant's obligation to notify GSA promptly of all potential COVID-19-related incidents. PBS has sent the GSA notification protocol to each building occupant's point of contact, reminded them of their responsibility to notify all individuals within their organization of all such incidents, and noted that the protocol may be revised over time.

In the Alert Memorandum referenced in the FY 2021 Management Challenges, the OIG sampled 11 COVID-19 incidents which took place between March 13 and May 14, 2020, and found three instances where the inspection documentation was missing. Since the early stages of the pandemic, GSA has taken proactive steps and instituted additional internal controls to ensure compliance moving forward. GSA's cleaning and disinfecting aligns with CDC guidelines and Federal policies.

As part of its regular custodial service, GSA incorporated increased cleaning and disinfection of frequently touched surfaces in common and high-traffic areas (excluding occupant agency workstations and personal property), and is modifying its custodial and lease contracts to reflect that level of service, as occupant agencies return to the physical workplace. As those contracts are modified, PBS is requiring its Facility Managers to review the contractor's Quality Control Plan (QCP) to ensure that the plan adequately addresses the new contract requirements. If the existing plan is found to not be adequate, then the Contracting Officer's Representative (COR) must coordinate with the Contracting Officer to request the contractor revise their plan and resubmit it for approval. PBS is also requiring its Facility Managers to review the Government's Quality Assurance Surveillance Plan (QASP) to verify that it is also still appropriate, once the contractor's QCP has been approved.

GSA also developed a standard scope of work for cleaning and disinfection in response to confirmed or suspected COVID-19 cases in GSA-controlled space, and requires use of that scope by its custodial vendors and lessors. Additionally, GSA has mandated the use of the *Cleaning and Disinfection Work Checklist* to be used as an additional means of ensuring the cleaning and disinfection work is completed in accordance with guidelines and contract requirements.

At the onset of the COVID-19 pandemic, GSA took immediate steps to confirm that all of its custodial contracts included the requirement for a contractor Pandemic Plan. The OIG raises concerns with GSA's oversight of cleaning contracts, QCP, and QASP referencing two previous audit engagements². These audit engagements involved sample contracts dating back to FY 2015 through FY 2017 in one audit and a task order awarded in March 2010 in the other audit. Since that time, GSA has made significant improvements with new and implemented systems, processes, and internal controls.

In September 2020, the OIG also raised concerns that PBS did not update contractor oversight plans for COVID-19 cleaning. However, GSA's National Custodial Specification requires each custodial contractor to have a Pandemic Plan that outlines the steps it must take to prevent and reduce the spread of a pandemic on custodial and related services. GSA officials made sure its custodial contracts included the requirement for a Pandemic Plan, collected any outstanding Plans from its contractors, and reviewed the Plans to ensure they were appropriate. This effort resulted in custodial vendors having active Pandemic Plans in place for 100 percent of PBS's custodial contracts.

GSA continues to do everything possible to limit and reduce the spread of COVID-19 in its facilities, especially as Federal employees begin to return to GSA facilities from extended telework, and buildings reopen to the general public.

Implementing Consistent Guidance for Returning Federal Workers to GSA Facilities

GSA takes its responsibility seriously to provide a safe environment for Federal employees, tenants, and the public in GSA-controlled facilities. Once GSA's partner agencies make a decision about the operating status for their offices - including decisions to reopen facilities - GSA works with those agencies to ensure that their buildings and operations, such as screening processes, are safe for employees, contractors, and visitors.

Additionally, GSA developed the *Return to Workplace Strategy Book* to assist agencies in preparing for employees to return to facilities. The Strategy Book captures key learnings from the pandemic response and offers a decision-making framework to help agencies plan for their return to facilities in an efficient, consistent, and effective manner. The Strategy Book also provides recommendations and considerations on operational challenges, ranging from space configuration and signage to encouraging safe workplace behaviors.

At the same time, GSA is committed to ensuring that its own employees are safe and have flexible work accommodations. GSA embraced telework even prior to the pandemic. Ninety-nine percent of GSA employees are telework eligible, which allowed the agency to move seamlessly into maximum telework and to continue to be a leader for the Federal Government. During the pandemic, approximately 4 percent of GSA employees reported on site periodically, while the remaining worked

² GSA's PBS Northwest/Arctic Region Service Center Does Not Effectively Administer Lease and Service Contracts (A180053) sampled FY 2015-FY 2017 contracts, and 2) the Audit Memorandum, Award and Administration Issues for Construction Services on the Recovery Act Project at the Joseph P. Addabbo Federal Office Building in Jamaica, New York (A090184) dated December 2014 regarding a task order awarded in March 2010.

virtually without suspending operations, or reported to be on scheduled leave. GSA has also deployed a range of technologies to keep business operating effectively, as well as promote collaboration and communication internally and externally. Lastly, GSA ensures that its reopening plans for GSA employees align with Federal guidelines and policies, while taking into account local pandemic trends and reopening status.

Accurate Reporting of CARES Act Spending

GSA concurs with the importance of ensuring accurate reporting of CARES Act spending, and does not anticipate issues implementing the CARES Act spending reporting requirements. CARES Act spending is subject to all GSA reporting and accuracy requirements of its financial statements.

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U. S. General Services Administration



Good Accounting Obligation in Government Act Report

May 2021

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Administrator Message

I am pleased to provide Congress with the U.S. General Services Administration's (GSA) Good Accounting Obligation in Government Act (GAO-IG Act) report. This report details the status of open recommendations made to GSA by the Government Accountability Office (GAO) and GSA Office of Inspector General (GSA-OIG) at least one year prior to this budget submission, as required by the act.

GSA greatly values the contributions of GAO and GSA-OIG auditors and takes their recommendations seriously. During the past two years, GSA has achieved on-time implementation of more than 99 percent of GAO and GSA-OIG audit recommendations and averaged less than 290 days to implement these recommendations. GSA's continued strengthening of its oversight and vigorous commitment to thoughtful and creative solutions that save taxpayer dollars and ensure Federal workforce safety are reflected in its actions on auditor recommendations and its many other initiatives. Below are just a few examples of recent audit outcomes. In these, GSA:

- Used several initiatives to create leasing efficiencies and deployed these in combination with improved monitoring. These and other GSA actions resulted in the removal of the Costly Leasing segment from GAO's Federal Real Property High Risk area. Since 2018, GSA has delivered taxpayer savings of \$3.98 billion in lease cost avoidance.
- Developed and launched the Workplace Investment and Feasibility Tool for governmentwide use. This tool enables agencies to more fully explore the costs, benefits, and impact of telework in space planning, an important consideration that is of even greater significance as the Federal Government moves toward post-pandemic operations.
- Implemented multiple projects to help ensure accurate asbestos information and timely, preventive inspections for the several hundred Federal buildings managed by GSA.
- Improved oversight and proactive use of construction contract data to identify and minimize potential cost and delivery issues that regularly accompany timeframe changes in construction contracts.

Additionally, GSA continues its mission-driven support of Federal agencies during the pandemic by rapidly ramping up contract, response, and technology support to meet the high Federal demand for COVID-19-related products. This includes:

- Responding to more than 11,000 COVID-19 incidents in Federally owned or leased facilities.
- Awarding more than \$75 million in multiple contract actions to support customer agencies' COVID-19 needs and more than \$77 million to provide technologies and solutions that supported strategic pandemic responses and enabled agencies to move to telework to deliver their core mission.
- Supporting the National Guard in its COVID-19 response via 86 task orders valued at \$62 million in total and representing 703,344 room nights booked.
- Supporting FEMA by establishing Basic Ordering Agreements (BOAs) and a streamlined process guide for ordering temporary hospital support services. These BOAs were later modified for use by State, Tribal, local, and territorial health departments.
- Creating a COVID-19 support package for State, Tribal, local, and territorial health departments that simplified entering into COVID-19-related contracts in response to a Centers for Disease Control and Prevention request.

We look forward to continued work with GAO, GSA-OIG, and Congress to support Government responsiveness to American taxpayers.



Katy Kale
Acting Administrator

Report Overview

The GAO-IG Act requires that each agency's annual budget submission include a report on the status of public recommendations by GAO and agency Offices of Inspector General. This report is to include a listing of GAO and OIG recommendations open for at least one year from the date of the annual budget submission that meet the statutory criteria. The GAO-IG Act also requires agencies to provide:

1. Timelines and explanations regarding implementation of each public recommendation that meets the statutory criteria.
2. Explanations and reconciliation of any discrepancies with the agency's Inspector General semiannual report and any GAO public reporting for recommendations designated as "open" or "closed, unimplemented." Section 3 of this report provides GSA-OIG discrepancy information. GSA is not aware of any discrepancies with GAO public reporting.

This report contains the following sections, followed by an appendix.

1. GAO Recommendation status and timelines
2. GSA-OIG Recommendation status and timelines
3. GSA-OIG 2019 Semiannual Performance Audit Reconciliation

GAO Recommendation Status and Timelines

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-14-648	Federal Real Property: GSA and DHS Need to Strengthen the Management of DHS Headquarters Consolidation	09/19/2014	Office of the Commissioner, Public Buildings Service	3	In order to improve transparency and allow for more informed decision making by congressional leaders and DHS and GSA decision-makers, before requesting additional funding for the DHS headquarters consolidation project, the Secretary of Homeland Security and the Administrator of the General Services Administration should work jointly to conduct the following assessments and use the results to inform updated DHS headquarters consolidation plans: (1) a comprehensive needs assessment and gap analysis of current and needed capabilities that take into consideration changing conditions, and (2) an alternatives analysis that identifies the costs and benefits of leasing and construction alternatives for the remainder of the project and prioritizes options to account for funding instability.	Determining In November 2020 GSA met with GAO to discuss progress with the St. Elizabeths Master Plan and the implementation of recommendations. It was concluded that GSA would outline a scope with deliverables and timeline and provide to GAO for comments. GSA is targeting July 2021 to provide this Plan.
GAO-14-648	Federal Real Property: GSA and DHS Need to Strengthen the Management of DHS Headquarters Consolidation	09/19/2014	Office of the Commissioner, Public Buildings Service	5	In order to improve transparency and allow for more informed decision making by congressional leaders and DHS and GSA decision-makers, before requesting additional funding for the DHS headquarters consolidation project, after revising the DHS headquarters consolidation plans, the Secretary of Homeland Security and the Administrator of the General Services Administration should work	Determining In November 2020 GSA met with GAO to discuss progress with the St. Elizabeths Master Plan and the implementation of recommendations. It was concluded that GSA would outline a scope with deliverables and timeline and provide to GAO for comments. GSA is

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
					jointly to develop revised cost and schedule estimates for the remaining portions of the consolidation project that conform to GSA guidance and leading practices for cost and schedule estimation, including an independent evaluation of the estimates.	targeting July 2021 to provide this Plan.
GAO-16-39	Federal Real Property: Additional Authorities and Accountability Would Enhance the Implementation of the Federal Buildings Personnel Training Act of 2010	11/19/2015	Office of Government-wide Policy	1	The Administrator of GSA should develop a legislative proposal to enhance accountability for government-wide implementation of the Act. GSA should consider including the following in its proposal: (1) establishing authorities for a single agency to monitor and enforce implementation of the Act; (2) establishing agency responsibilities for reporting progress on implementation of the Act; (3) establishing agency responsibilities for assessing employee skill levels related to the Act and identifying training that allows employees to develop and retain skills required by the Act; and (4) establishing an interagency group to further government-wide	Closed not implemented Revision of the statute is beyond the purview of GSA to complete.

					collaboration on implementation of the Act.	
GAO-16-188	Federal Real Property: GSA Could Reduce Leasing Costs by Encouraging Competition and Reducing Unneeded Fees	01/13/2016	Office of the Commissioner, Public Buildings Service	3	The GSA Administrator should seek to reduce leasing costs for federal agencies by: Allowing tenant agencies the option of choosing non-cancelable occupancy agreements with lower administrative costs, particularly for leases with firm terms of 5 years or less.	Closed not implemented This action would shift costs from the tenants to GSA but not reduce overall costs.
GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-16-602	Digital Service Programs: Assessing Results and Coordinating with Chief Information Officers Can Improve Delivery of Federal Projects.	09/14/2016	Office of the Commissioner, Federal Acquisition Service	2	The Administrator of GSA should direct the Commissioner for the Technology Transformation Service to assess actual results for each performance measure.	3/8/2021 GAO is evaluating GSA's documents and progress for closure.
GAO-19-243	FEDERAL CONTRACTING: Opportunities to Improve Compliance with Regulations and Enhance Tax Collections	05/15/2019	Office of the Commissioner, Federal Acquisition Service	10	The Administrator of GSA should coordinate with the appropriate System for Award Management users, such as agency procurement officials, to identify potential updates to facilitate contracting officers' identification of contractors that report qualifying federal tax debt under the § 52.209-11 representation and § 52.209-5 certification.	12/31/2020 GSA submitted documents to GAO for closure.
GAO-19-281	2017 DISASTER CONTRACTING: Actions Needed to Improve the Use of Post-Disaster Contracts to Support Response and Recovery	04/24/2019	Office of the Commissioner, Federal Acquisition Service	1	The Administrator of GSA, in coordination with the Secretaries of Defense and Homeland Security, should jointly revisit and assess the extent to which the criteria in the 2018 national interest action (NIA) code Memorandum of Agreement, including criteria for closing NIA codes, meet long-term visibility needs for high visibility events and account for the needs of users, such as FEMA, other agencies, and the Congress. At a minimum,	12/31/2020 GSA submitted documents to GAO for closure.

					the agreement should include criteria that take into account the roles of the federal agencies involved in response and recovery and provide a process that ensures consistent consideration and implementation of the criteria.	
GAO-19-32SU	Federal Facility Security: Actions Needed to Better Address Various Emerging Threats	10/17/2018	Office of Mission Assurance	1	The Administrator of GSA should reach agreement with FPS on GSA and FPS's roles and responsibilities with respect to addressing cyber threats to building	3/8/2021 GSA submitted documents to GAO for closure.
GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
					systems in GSA-controlled facilities.	
GAO-19-33	Federal Personal Property: GSA and VA Have Opportunities to Improve the Exchange/Sale Process	11/16/2018	Office of Administrative Services	2	The Administrator of GSA should take steps to improve agency-wide monitoring of exchange/sale activities within GSA by specifying the Office of Administrative Services' responsibilities and by defining the scope of its authority.	GAO is evaluating GSA's documents and progress for closure.
GAO-19-405	FEDERAL REAL PROPERTY: GSA Needs to Strengthen Oversight of its Delegated Leasing Program	06/03/2019	Office of the Commissioner, Public Buildings Service	2	The Administrator of GSA should develop a process for assessing at regular intervals, such as annually, agencies' policies and procedures for managing their delegated leasing activities.	GAO is taking steps to close as implemented.
GAO-19-405	FEDERAL REAL PROPERTY: GSA Needs to Strengthen Oversight of its Delegated Leasing Program	06/03/2019	Office of the Commissioner, Public Buildings Service	3	The Administrator of GSA should develop a process that would allow GSA to track agencies' progress in meeting GSA management goals, such as cost effective lease rates, and avoiding holdovers.	GAO is taking steps to close as implemented.

GAO-19-405	FEDERAL REAL PROPERTY: GSA Needs to Strengthen Oversight of its Delegated Leasing Program	06/03/2019	Office of the Commissioner, Public Buildings Service	4	The Administrator of GSA should develop a systematic, risk-based process for monitoring a selection of submitted post award documents.	GAO is taking steps to close as implemented.
GAO-19-405	FEDERAL REAL PROPERTY: GSA Needs to Strengthen Oversight of its Delegated Leasing Program	06/03/2019	Office of the Commissioner, Public Buildings Service	1	The Administrator of GSA take steps to reconcile GSA Real Estate Exchange (G-REX) and Federal Real Property Profile (FRPP) to the extent practical.	GAO is taking steps to close as implemented.
GAO-19-534	BORDER INFRASTRUCTURE: Actions Needed to Improve Information on Facilities and Capital Planning at Land Border Crossings	07/11/2019	Office of the Commissioner, Public Buildings Service	3	The GSA Administrator should share Building Assessment Tool reports with CBP and use facility condition information in CBP's Facility Condition Assessments to inform its assessments through the Building Assessment Tool.	3/12/2021 GAO is evaluating GSA's documents and progress for closure.
GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-19-534	BORDER INFRASTRUCTURE: Actions Needed to Improve Information on Facilities and Capital Planning at Land Border Crossings	07/11/2019	Office of the Commissioner, Public Buildings Service	4	The GSA Administrator, in conjunction with CBP, should share with CBP information on GSA maintenance and repair work at GSA-owned land border crossings at the level of detail necessary to inform CBP's data in TRIRIGA (CBP's real property management system).	3/12/2021 GAO is evaluating GSA's documents and progress for closure.
GAO-19-58	CLOUD COMPUTING: Agencies Have Increased Usage and Realized Benefits, but Cost and Savings Data Need to be Better Tracked	05/06/2019	GSA IT: Office of the Chief Information Officer	31	The Administrator of GSA should ensure that the Chief Information Officer of GSA establishes a consistent and repeatable mechanism to track savings and cost avoidances from the migration and deployment of cloud services.	GAO indicated the recommendation will be closed as implemented.
GAO-20-101	FEDERAL PROPERTY: Better Monitoring, Oversight and Data Would Help Understand Effects of Providing Property to Non-Federal Recipients.	12/20/2019	Office of Government-wide Policy	7	The GSA Administrator should direct the Office of Government-wide Policy to document in what circumstances excess property loaned to non-federal recipients should be reported and what property GSA is reporting on behalf of agencies, for	2/25/2021 GSA submitted documents to GAO for closure.

					example, by updating GSA guidance.	
GAO-20-101	FEDERAL PROPERTY: Better Monitoring, Oversight and Data Would Help Understand Effects of Providing Property to Non-Federal Recipients.	12/20/2019	Office of Government-wide Policy	6	The GSA Administrator should direct the Office of Government-wide Policy to revise the Personal Property Report Tool by updating the authorities agencies can select.	2/25/2021 GSA submitted documents to GAO for closure.
GAO-20-126 (formerly GAO-19-383)	CLOUD COMPUTING SECURITY: Agencies Increased Use of Federal Authorization Program, but Improved Oversight and Implementation Needed.	12/12/2019	Office of the Commissioner, Federal Acquisition Service	6	The Administrator of the General Services Administration should develop guidance requiring that cloud service authorization letters be provided to GSA's Federal Risk and Authorization Management Program (FedRAMP) office.	3/5/2021 GSA submitted documents to GAO for closure.
GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-20-126 (formerly GAO-19-383)	CLOUD COMPUTING SECURITY: Agencies Increased Use of Federal Authorization Program, but Improved Oversight and Implementation Needed.	12/12/2019	Office of the Commissioner, Federal Acquisition Service	2	The Administrator of GSA should direct the Director of FedRAMP to clarify guidance to agencies and cloud service providers on program requirements and responsibilities.	3/5/2021 GSA submitted documents to GAO for closure.
GAO-20-126 (formerly GAO-19-383)	CLOUD COMPUTING SECURITY: Agencies Increased Use of Federal Authorization Program, but Improved Oversight and Implementation Needed.	12/12/2019	Office of the Commissioner, Federal Acquisition Service	3	The Administrator of GSA should direct the Director of FedRAMP to improve the program's continuous monitoring process by allowing more automated capabilities, including for agencies to review documentation.	3/5/2021 GSA submitted documents to GAO for closure.
GAO-20-126 (formerly GAO-19-383)	CLOUD COMPUTING SECURITY: Agencies Increased Use of Federal Authorization Program, but Improved Oversight and Implementation Needed.	12/12/2019	Office of the Commissioner, Federal Acquisition Service	4	The Administrator of GSA should update security plans for selected systems to include the description of security controls and reviews and approvals plan.	3/5/2021 GSA submitted documents to GAO for closure.
GAO-20-126 (formerly GAO-19-383)	CLOUD COMPUTING SECURITY: Agencies Increased Use of Federal Authorization Program, but	12/12/2019	Office of the Commissioner, Federal Acquisition Service	5	The Administrator of GSA should update the security assessment report for the selected system to identify the summarized results of control effectiveness tests.	3/5/2021 GSA submitted documents to GAO for closure.

	Improved Oversight and Implementation Needed.					
GAO-20-126 (formerly GAO-19-383)	CLOUD COMPUTING SECURITY: Agencies Increased Use of Federal Authorization Program, but Improved Oversight and Implementation Needed.	12/12/2019	Office of the Commissioner, Federal Acquisition Service	6	The Administrator of GSA should update the list of corrective actions for selected systems to identify the responsible office and estimated funding required and anticipated source of funding.	3/5/2021 GSA submitted documents to GAO for closure.
GAO-20-129 (formerly GAO-19-188)	Information Technology: Agencies Need to Fully Implement Key Workforce Planning Activities	10/30/2019	Office of Human Resources Management	12	The Administrator of GSA should ensure that the agency fully implement each of the seven Key IT Workforce Planning Activities it did not fully implement.	3/5/2021 GSA submitted documents to GAO for closure.
GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-20-132	VA ACQUISITION MANAGEMENT: Steps Needed to Ensure Healthcare Federal Supply Schedules Remain Useful.	02/06/2020	Office of the Commissioner, Federal Acquisition Service	8	The Administrator of GSA should take steps to document its delegation of authority for the healthcare-related Federal Supply Schedules to VA.	4/31/2021 Implementing
GAO-20-132	VA ACQUISITION MANAGEMENT: Steps Needed to Ensure Healthcare Federal Supply Schedules Remain Useful.	02/06/2020	Office of the Commissioner, Federal Acquisition Service	6	The Administrator of GSA should work with the Secretary of VA to develop a memorandum of understanding outlining the roles and responsibilities of GSA and National Acquisition Center for collaborating under GSA's delegation of authority to VA for the healthcare related Federal Supply Schedules, including the processes through which the two organizations will coordinate and share useful tools and practices.	8/30/2021 Implementing
GAO-20-135	FEDERAL REAL PROPERTY: GSA Should Improve Accuracy, Completeness, and Usefulness of Public Data.	02/06/2020	Office of Government-wide Policy	5	The Administrator of GSA should allow agencies to provide summary data for secure installations.	7/30/2021 Implementing
GAO-20-135	FEDERAL REAL PROPERTY: GSA Should Improve	02/06/2020	Office of Government-wide Policy	1	The Administrator of GSA should coordinate with agencies to ensure that	7/30/2021 Implementing

	Accuracy, Completeness, and Usefulness of Public Data.				street address information in the public database is complete and correctly formatted.	
GAO-20-135	FEDERAL REAL PROPERTY: GSA Should Improve Accuracy, Completeness, and Usefulness of Public Data.	02/06/2020	Office of Government-wide Policy	2	The Administrator of GSA should coordinate with agencies to review Validation & Verification anomaly categories to better target incorrect data.	GAO is evaluating GSA's documents and progress for closure.
GAO-20-135	FEDERAL REAL PROPERTY: GSA Should Improve Accuracy, Completeness, and Usefulness of Public Data.	02/06/2020	Office of Government-wide Policy	3	The Administrator of GSA should work in consultation with agencies to determine which, if any, data should be withheld from public release.	GAO is evaluating GSA's documents and progress for closure.
GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-20-135	FEDERAL REAL PROPERTY: GSA Should Improve Accuracy, Completeness, and Usefulness of Public Data.	02/06/2020	Office of Government-wide Policy	4	The Administrator of GSA should instruct each agency to apply a consistent, risk-based approach in determining which, if any, assets or asset-specific information should be withheld from public release.	GAO is evaluating GSA's documents and progress for closure.
GAO-20-181	GSA LEASING: Improving Stakeholder Outreach and Lease Model Evaluation Could Enhance Competition.	01/17/2020	Office of the Commissioner, Public Buildings Service	3	The Administrator of GSA should evaluate whether the simplified lease model is achieving its intended results.	GAO is evaluating GSA's documents and progress for closure.
GAO-20-181	GSA LEASING: Improving Stakeholder Outreach and Lease Model Evaluation Could Enhance Competition.	01/17/2020	Office of the Commissioner, Public Buildings Service	4	The Administrator of GSA should, for future outreach efforts, document and assess lessors' feedback about the leasing process.	GAO is evaluating GSA's documents and progress for closure.
GAO-20-181	GSA LEASING: Improving Stakeholder Outreach and Lease Model Evaluation Could Enhance Competition.	01/17/2020	Office of the Commissioner, Public Buildings Service	1	The Administrator of GSA should expand its outreach as appropriate to obtain feedback from lessors that are representative of its entire lease portfolio.	GAO is evaluating GSA's documents and progress for closure.
GAO-20-228	FEDERAL PROPERTY: GSA Guidance Needed to Help Agencies Identify Unneeded Property in Warehouses.	01/22/2020	Office of Government-wide Policy	1	The Administrator of GSA should direct the Office of Government-wide Policy (1) to incorporate into its guidance approaches or practices agencies could use to assess utilization of	GAO is evaluating GSA's documents and progress for closure.

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
					and the ongoing need for property--approaches such as recommendations for periodic justifications, data analytics, and utilization reviews--and (2) to develop a plan and timelines for communicating the guidance to agencies government wide.	
GAO-20-299	Critical Infrastructure Protection: Additional Actions Needed to Identify Framework Adoption and Resulting Improvements	02/25/2020	Office of Mission Assurance	6	The Administrator of GSA should take steps, in coordination with DHS, to collect and report sector-wide improvements from use of the framework across its critical infrastructure sector using existing initiatives.	GAO is evaluating GSA's documents and progress for closure.
GAO-20-3	TECHNOLOGY MODERNIZATION FUND: OMB and GSA Need to Improve Fee Collection and Clarify Cost Estimating Guidance.	12/12/2019	Office of the Deputy Administrator, Office of the Chief Financial Officer	3	The Administrator of GSA should develop and implement a plan with OMB that outlines the actions needed to fully recover the Technology Modernization Fund Program Management Office's operating expenses with administrative fee collection in a timely manner.	1/6/2021 GSA submitted documents to GAO for closure.
GAO-20-3	TECHNOLOGY MODERNIZATION FUND: OMB and GSA Need to Improve Fee Collection and Clarify Cost Estimating Guidance.	12/12/2019	Office of the Deputy Administrator, Office of the Chief Financial Officer	5	The Administrator of GSA should develop detailed guidance for completing the Technology Modernization Fund project cost estimate template, including information on the data elements and the fields required to be completed, in order to help ensure the accuracy and completeness of the provided information.	1/6/2021 GSA submitted documents to GAO for closure.
GAO-20-3	TECHNOLOGY MODERNIZATION	12/12/2019	Office of the Deputy	4	The Administrator of GSA should work with OMB to	1/6/2021

	FUND: OMB and GSA Need to Improve Fee Collection and Clarify Cost Estimating Guidance.		Administrator Office of the Chief Financial Officer		clarify the requirement in the Technology Modernization Fund guidance that agencies follow the cost estimating process outlined in Circular A-11 (that references GAO's cost estimating guidance discussed in this report), when developing the proposal cost estimate.	GSA submitted documents to GAO for closure.
GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-20-361	FEDERAL LEASING: Quality Information and Metrics Would Allow GSA to Better Assess the Value of Its Broker Program.	03/31/2020	Office of the Commissioner, Public Buildings Service	1	The Administrator of GSA should assess and address the reliability of the information used to calculate reported cost savings for the broker program.	GAO is monitoring progress for closure.
GAO-20-361	FEDERAL LEASING: Quality Information and Metrics Would Allow GSA to Better Assess the Value of Its Broker Program.	03/31/2020	Office of the Commissioner, Public Buildings Service	2	The Administrator of GSA should develop outcome-based metrics to evaluate the effectiveness of using brokers to supplement the GSA's leasing workforce.	GAO is monitoring progress for closure.
GAO-20-464	SMALL BUSINESS SUBCONTRACTING: Oversight of Contractor Compliance with Subcontracting Plans Needs Improvement	06/29/2020	Office of Small and Disadvantaged Business Utilization	7	The Administrator of the GSA should take steps to ensure contracting officers compare subcontracting goals in contractor report submissions to goals in the approved subcontracting plan and address any discrepancies.	GAO is monitoring progress for closure.
GAO-20-575	FEDERAL ADVISORY COMMITTEES: Actions Needed to Enhance Decision-Making Transparency and Cost Data Accuracy.	09/10/2020	Office of Government-wide Policy	9	The Administrator of GSA should direct the Committee Management Secretariat to require Federal Advisory Committee Act (FACA) committees to specify the exact date when they last updated cost data in the database. This could be completed in a field in the database under the "Committee Cost" section or in another relevant data field.	5/31/2021 Implementing

GAO-20-575	FEDERAL ADVISORY COMMITTEES: Actions Needed to Enhance Decision-Making Transparency and Cost Data Accuracy.	09/10/2020	Office of Government-wide Policy	7	The Administrator of GSA should encourage FACA committees to make information on agencies' responses to and implementation of specific recommendations publicly available online, unless exempted from public disclosure under the Freedom of Information Act.	5/31/2021 Implementing
GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-20-575	FEDERAL ADVISORY COMMITTEES: Actions Needed to Enhance Decision-Making Transparency and Cost Data Accuracy.	09/10/2020	Office of Government-wide Policy	8	The Administrator of GSA should require agencies to develop and implement written policies or procedures to identify, calculate, and fully document FACA committee costs, and ensure agency staff enter accurate and complete cost data into the FACA database.	5/31/2021 Implementing
GAO-20-689	FEDERAL PROPERTY: Formal Policies Could Enhance FDA's Property Management Efforts.	09/23/2020	Office of the Administrator, Office of the Commissioner, Public Buildings Service, Office of the Regional Commissioner	4	The Administrator of GSA should take steps to ensure that the condition of all White Oak facilities that FDA occupies are assessed, including limited access areas and tenant improvements that are above the standard services and facilities that GSA provides.	9/30/2021 Implementing
GAO-21-164SU formerly GAO-20-481; Public Release GAO-21-171	Information and Communications Technology: Federal Agencies Need to Take Urgent Action to Manage Supply Chain Risks.	10/27/2020	Office of Government-wide Policy	100	GSA has implemented or is implementing its outstanding recommendations. See Accessible Version of GAO report here . This version anonymized the names of agencies.	GSA submitted documents for GAO's review and closure, and: 09/31/2021 GSA is currently implementing remaining recommendation processes.

GSA-OIG Recommendation Status and Timelines

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A160133P6R18002	Audit of GSA's Public Buildings Service Does Not Track and Report All Unused Leased Space as Required	8/10/2018	Office of the Commissioner, Public Buildings Service	1	Develop and implement a process to ensure that PBS reports and mitigates all unused space for all non-cancelable occupancy agreements in its lease portfolio.	5/31/2021 Implementing
A170027P6R19002	Audit of Environmental Issues at the Goodfellow Federal Complex in St. Louis, Missouri	3/15/2019	(6P) Office of the Regional Commissioner	1	PBS Regional Commissioner, Heartland region, institute controls to ensure that all health, safety, and environmental studies are distributed upon completion to the occupants of any Heartland Region property where studies are performed.	6/30/2021 Implementing
A180073P2R19006	GSA's Northeast and Caribbean Region Lacks Policies and Procedures for Emergencies and Evacuations in Puerto Rico	6/19/2019	(2P) Office of the Regional Commissioner Office of Mission Assurance	1	The Office of Mission Assurance coordinate the development of policies and procedures for emergencies and evacuations in all areas where GSA has a presence based on lessons learned and applicable federal regulations.	6/30/2021 Implementing
A170047P5R19007	Audit of the PBS Great Lakes Region's Lease Financial Performance	8/23/2019	(5P) Office of the Regional Commissioner	2	The PBS Commissioner, evaluate U.S. Postal Service-owned space leases for terms and conditions allowing for the risk of long term vacancies and funds from operation (FFO) loss and implement necessary safeguards to protect PBS against this risk.	6/30/2021 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A170056P2R20003	Audit of the Public Buildings Service's Photovoltaic Installations in the New England and Northeast and Caribbean Regions	3/27/2020	(1P) Office of the Regional Commissioner (2P) Office of the Regional Commissioner	1	The PBS Commissioner develop and implement policies and procedures to ensure that photovoltaic power generation data is consistent, reliable, and supported.	4/30/2021 Implementing
A170056P2R20003	Audit of the Public Buildings Service's Photovoltaic Installations in the New England and Northeast and Caribbean Regions	3/27/2020	(1P) Office of the Regional Commissioner (2P) Office of the Regional Commissioner	2B	The PBS Regional Commissioner for the New England Region direct regional management to develop a directive for building personnel to track and collect photovoltaic readings directly from the equipment and for officials in the Energy and Utilities Branch to verify those readings with the corrected advanced metering system.	4/30/2021 Implementing
A170056P2R20003	Audit of the Public Buildings Service's Photovoltaic Installations in the New England and Northeast and Caribbean Regions	3/27/2020	(1P) Office of the Regional Commissioner (2P) Office of the Regional Commissioner	3A	The PBS Regional Commissioner for the Northeast and Caribbean Region direct regional management to implement and reinforce the instructions for monthly tracking of photovoltaic power generation readings set forth in its January 17, 2018, memorandum.	4/30/2021 Implementing
A170056P2R20003	Audit of the Public Buildings Service's Photovoltaic Installations in the New England and Northeast and Caribbean Regions	3/27/2020	(1P) Office of the Regional Commissioner (2P) Office of the Regional Commissioner	4B	The PBS Regional Commissioners for the New England and Northeast and Caribbean Regions direct regional management to ensure property management is aware of and enforces the semiannual maintenance and inspection requirements for the photovoltaic installations.	4/30/2021 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A180085P4R20008	Audit of the Public Buildings Service's Green Roof Maintenance and Safety Practices	7/23/2020	Office of the Commissioner, Public Buildings Service	1	OIG recommends that the PBS Commissioner develop a comprehensive strategy to ensure that PBS maintains its green roof inventory in accordance with internal guidance and industry standards.	7/30/2021 Implementing
JE20-002	OIG EVALUATION REPORT: GSA Office of Mission Assurance 2018 Eagle Horizon Exercise Results Did Not Properly Reflect Agency's State of Readiness	8/13/2020	Office of the Deputy Administrator Office of Mission Assurance	2	OIG recommends the OMA Associate Administrator should update or develop internal policies on planning and reporting on test, training, and exercise events to align with federal continuity of operations directives and requirements.	6/30/2021 Implementing
A190024C7F20003	GSA Needs to More Effectively Manage Its Workers' Compensation Program	9/2/2020	Office of Human Resources Management	1A	OIG recommends that GSA's Office of Human Resources Management review, revise, and implement policies and procedures to more effectively manage GSA's workers' compensation cases, including to document all case actions and updates for all active cases.	12/31/2021 Implementing
A190024C7F20003	GSA Needs to More Effectively Manage Its Workers' Compensation Program	9/2/2020	Office of Human Resources Management	1B	OIG recommends that GSA's Office of Human Resources Management review, revise, and implement policies and procedures to more effectively manage GSA's workers' compensation cases, including to obtain and maintain sufficient documentation in case files.	12/31/2021 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A190024C7F20003	GSA Needs to More Effectively Manage Its Workers' Compensation Program	9/2/2020	Office of Human Resources Management	1C	OIG recommends that GSA's Office of Human Resources Management review, revise, and implement policies and procedures to more effectively manage GSA's workers' compensation cases, including to ensure timely submittal of forms to Department of Labor (DOL).	12/31/2021 Implementing
A190024C7F20003	GSA Needs to More Effectively Manage Its Workers' Compensation Program	9/2/2020	Office of Human Resources Management	1D	OIG recommends that GSA's Office of Human Resources Management review, revise, and implement policies and procedures to more effectively manage GSA's workers' compensation cases, including to develop a plan to manage all active cases.	12/31/2021 Implementing
A190024C7F20003	GSA Needs to More Effectively Manage Its Workers' Compensation Program	9/2/2020	Office of Human Resources Management	2A	OIG recommends that GSA's Office of Human Resources Management review, revise, and implement case monitoring policies and procedures to ensure that workers' compensation specialists provide timely responses to inquiries and questions from DOL regarding workers' compensation cases.	12/31/2021 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A190024C7F20003	GSA Needs to More Effectively Manage Its Workers' Compensation Program	9/2/2020	Office of Human Resources Management	2B	OIG recommends that GSA's Office of Human Resources Management review, revise, and implement case monitoring policies and procedures to ensure that workers' compensation specialists review forms and reports from DOL to ensure accuracy and completeness.	12/31/2021 Implementing
A190024C7F20003	GSA Needs to More Effectively Manage Its Workers' Compensation Program	9/2/2020	Office of Human Resources Management	2C	OIG recommends that GSA's Office of Human Resources Management review, revise, and implement case monitoring policies and procedures to ensure that workers' compensation specialists request additional information or further review from DOL on questionable cases.	12/31/2021 Implementing
A190024C7F20003	GSA Needs to More Effectively Manage Its Workers' Compensation Program	9/2/2020	Office of Human Resources Management	3A	OIG recommends that GSA's Office of Human Resources Management review and revise policies and procedures to include a process for assessing cases where employees have not returned to work to determine appropriate follow-up actions.	12/31/2021 Implementing
A190024C7F20003	GSA Needs to More Effectively Manage Its Workers' Compensation Program	9/2/2020	Office of Human Resources Management	3B	OIG recommends that GSA's Office of Human Resources Management review and revise policies and procedures to include a process for maintaining contact with claimants to monitor their status and assist in returning them to work when medically capable.	12/31/2021 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A190024C7F20003	GSA Needs to More Effectively Manage Its Workers' Compensation Program	9/2/2020	Office of Human Resources Management	4	OIG recommends that GSA's Office of Human Resources Management develop and implement a process to verify the accuracy of the DOL chargeback reports.	12/31/2021 Implementing
A190024C7F20003	GSA Needs to More Effectively Manage Its Workers' Compensation Program	9/2/2020	Office of Human Resources Management	5	OIG recommends that GSA's Office of Human Resources Management determine if employees receiving workers' compensation benefits were part of a GSA function transferred to another agency and request DOL to remove transferred employees from GSA's chargeback report and recover the associated payments, if allowable.	8/31/2021 Implementing
A150028P4R20009	Audit of the GSA Public Buildings Service's Use of Construction Management Services	9/4/2020	Office of the Commissioner, Public Buildings Service	1A	We recommend that the PBS Commissioner for all current construction management and general construction contracts, perform a review and take corrective actions to ensure that qualified PBS personnel are performing the required review prior to approving government estimates prepared by non-government personnel, estimates are prepared before receipt and independent of proposals, and access to estimates is granted only to government personnel whose official duties require knowledge of the estimates.	8/31/2021 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A150028P4R20009	Audit of the GSA Public Buildings Service's Use of Construction Management Services	9/4/2020	Office of the Commissioner, Public Buildings Service	1B	We recommend that the PBS Commissioner for all current construction management and general construction contracts, perform a review and take corrective actions to ensure that non-government personnel do not perform inherently governmental functions, such as voting on source selection boards, accepting services on behalf of the government, and conducting negotiations without meaningful involvement, review, and approval from government personnel.	8/31/2021 Implementing
A150028P4R20009	Audit of the GSA Public Buildings Service's Use of Construction Management Services	9/4/2020	Office of the Commissioner, Public Buildings Service	1C	We recommend that the PBS Commissioner for all current construction management and general construction contracts, perform a review and take corrective actions to ensure that PBS contracting officers identify, evaluate, and mitigate potential organizational conflicts of interest before contract award and during contract performance.	8/31/2021 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A150028P4R20009	Audit of the GSA Public Buildings Service's Use of Construction Management Services	9/4/2020	Office of the Commissioner, Public Buildings Service	1D	We recommend that the PBS Commissioner for all current construction management and general construction contracts, perform a review and take corrective actions to ensure that access to competitors' proprietary information and government data is limited to government personnel whose official duties require knowledge of the information. PBS should conduct a comprehensive assessment to identify 1) Sensitive information that was placed at risk by the failure of the construction manager's former employee to return general construction contract files, and 2) Companies that have access to competitors' proprietary information.	8/31/2021 Implementing
A150028P4R20009	Audit of the GSA Public Buildings Service's Use of Construction Management Services	9/4/2020	Office of the Commissioner, Public Buildings Service	1E	We recommend that the PBS Commissioner for all current construction management and general construction contracts, perform a review and take corrective actions to ensure that PBS personnel do not award services prohibited under the GSA's Professional Engineering Services Schedule.	8/31/2021 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A150028P4R20009	Audit of the GSA Public Buildings Service's Use of Construction Management Services	9/4/2020	Office of the Commissioner, Public Buildings Service	2A	For future construction management and general construction contracts, implement controls to ensure that qualified PBS personnel are performing the required review prior to approving government estimates prepared by non-government personnel, estimates are prepared before receipt and independent of proposals, and that access to estimates is granted only to government personnel whose official duties require knowledge of the estimates.	8/31/2021 Implementing
A150028P4R20009	Audit of the GSA Public Buildings Service's Use of Construction Management Services	9/4/2020	Office of the Commissioner, Public Buildings Service	2B	For future construction management and general construction contracts, implement controls to ensure that non-government personnel do not perform inherently governmental functions, such as voting on source selection boards, accepting services on behalf of the government, and conducting negotiations without meaningful involvement, review, and approval from government personnel.	8/31/2021 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A150028P4R20009	Audit of the GSA Public Buildings Service's Use of Construction Management Services	9/4/2020	Office of the Commissioner, Public Buildings Service	2C	For future construction management and general construction contracts, implement controls to ensure that PBS contracting officers identify, evaluate, and mitigate potential organizational conflicts of interest before contract award and during contract performance and obtain copies of agreements between construction managers and other companies to ensure knowledge is protected and ensure that such agreements are properly executed.	8/31/2021 Implementing
A150028P4R20009	Audit of the GSA Public Buildings Service's Use of Construction Management Services	9/4/2020	Office of the Commissioner, Public Buildings Service	2D	For future construction management and general construction contracts, implement controls to ensure that access to competitors' proprietary information and government data is limited to government personnel whose official duties require knowledge of the information.	8/31/2021 Implementing
A150028P4R20009	Audit of the GSA Public Buildings Service's Use of Construction Management Services	9/4/2020	Office of the Commissioner, Public Buildings Service	2E	For future construction management and general construction contracts, implement controls to ensure that PBS personnel do not award services prohibited under the GSA's Professional Engineering Services Schedule.	8/31/2021 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A170121Q6P20006	The Federal Acquisition Service's Reporting of Small Business Procurements Contained Significant Inaccuracies	9/14/2020	Office of the Commissioner, Federal Acquisition Service	1	OIG recommends that the FAS Commissioner address the Federal Procurement Data System–Next Generation limitations to ensure that contracting officers can accurately identify, and the data will accurately reflect, small business procurements.	6/30/2021 Implementing
A200984O3F20004	Audit of GSA's Fiscal Year 2019 Travel Card Program	9/18/2020	Office of Administrative Services	2	OIG recommends Chief Administrative Services Officer for OAS, strengthen controls to ensure that delinquent travel card accounts are resolved.	4/30/2021 Implementing
A190019PRR20010	Audit of Competition in the Public Buildings Service's National Capital Region Contracts	9/23/2020	(WP) Office of the Regional Commissioner	1	OIG recommends that the PBS NCR Regional Commissioner establish controls to ensure that decisions to forego competition, both in the acquisition plan and justification documentation, are reviewed and approved at the appropriate level.	4/30/2021 Implementing
A190019PRR20010	Audit of Competition in the Public Buildings Service's National Capital Region Contracts	9/23/2020	(WP) Office of the Regional Commissioner	2	OIG recommends that the PBS NCR Regional Commissioner ensure that contracting staff are taking the appropriate steps to award contracts at fair and reasonable prices, and that reasonable price determinations are documented in contract files.	4/30/2021 Implementing
A190019PRR20010	Audit of Competition in the Public Buildings Service's National Capital Region Contracts	9/23/2020	(WP) Office of the Regional Commissioner	3	OIG recommends that the PBS NCR Regional Commissioner establish controls to ensure that Federal Procurement Data System-Next Generation data is input accurately and reviewed for accuracy.	4/30/2021 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A201005MTF20005	Audit of GSA's Compliance with the Geospatial Data Act of 2018	9/25/2020	GSA IT: Office of the Chief Information Officer Office of the Commissioner, Public Buildings Service	2	OIG recommends the GSA Chief Information Officer and Public Buildings Service Commissioner establish effective internal controls to ensure oversight responsibilities are assigned and procedures related to data and metadata quality are implemented, effective, and consistently followed.	8/31/2021 Implementing
A190085A6F21001	Audit of GSA's Mismanagement of Contract Employee Access Cards Places GSA Personnel, Federal Property, and Data at Risk	11/4/2020	Office of the Deputy Administrator Office of Mission Assurance	1A	OIG recommends that GSA Deputy Administrator continue to take action to account for and collect the Personal Identity Verification (PIV) cards identified in this audit that remain outstanding by updating the GSA Credential and Identity Management System records for contract employees to ensure that they are accurate.	9/30/2021 Implementing
A190085A6F21001	Audit of GSA's Mismanagement of Contract Employee Access Cards Places GSA Personnel, Federal Property, and Data at Risk	11/4/2020	Office of the Deputy Administrator Office of Mission Assurance	1C	OIG recommends that GSA Deputy Administrator continue to take action to account for and collect the PIV cards identified in this audit that remain outstanding by reporting unauthorized cardholders for any PIV cards that cannot be recovered to the Department of Homeland Security for unauthorized possession of a United States identification card, in compliance with 18 U.S. Code, Section 701.	9/30/2021 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A190085A6F21001	Audit of GSA's Mismanagement of Contract Employee Access Cards Places GSA Personnel, Federal Property, and Data at Risk	11/4/2020	Office of the Deputy Administrator Office of Mission Assurance	2B	OIG recommends that GSA Deputy Administrator ensure collaboration between Heads of Services and Staff Offices to require enforcement of current policy and implement new policy to account for all PIV cards issued to contract employees by implementing procedures, using the GSA Credential and Identity Management System, that track and monitor GSA's recovery of PIV cards and include communicating the results to the requesting officials and regional leadership.	10/29/2021 Implementing
A190085A6F21001	Audit of GSA's Mismanagement of Contract Employee Access Cards Places GSA Personnel, Federal Property, and Data at Risk	11/4/2020	Office of the Deputy Administrator Office of Mission Assurance	2C	OIG recommends that GSA Deputy Administrator ensure collaboration between Heads of Services and Staff Offices to require enforcement of current policy and implement new policy to account for all PIV cards issued to contract employees by requiring training on PIV card issuance and recovery for personnel with responsibilities in the PIV card process.	9/30/2021 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A190085A6F21001	Audit of GSA's Mismanagement of Contract Employee Access Cards Places GSA Personnel, Federal Property, and Data at Risk	11/4/2020	Office of the Deputy Administrator Office of Mission Assurance	2D	OIG recommends that the GSA Deputy Administrator ensure collaboration between Heads of Services and Staff Offices to require enforcement of current policy and implement new policy to account for all PIV cards issued to contract employees by coordinating with the Department of Homeland Security to establish emergency procedures (including when unfit determinations are made) for recovery of contract employee PIV cards, in accordance with Federal Information Processing Standards Publication 201-2, Personal Identity Verification of Federal Employees and Contractors.	9/30/2021 Implementing
A190085A6F21001	Audit of GSA's Mismanagement of Contract Employee Access Cards Places GSA Personnel, Federal Property, and Data at Risk	11/4/2020	Office of the Deputy Administrator Office of Mission Assurance	2E	OIG recommends that the GSA Deputy Administrator ensure collaboration between Heads of Services and Staff Offices to require enforcement of current policy and implement new policy to account for all PIV cards issued to contract employees by implementing the oversight of requesting officials and Office of Mission Assurance personnel to ensure GSA maintains accurate contract employee data in the GSA Credential and Identity Management System and retrieves PIV cards.	9/30/2021 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A180110PRR21001	Audit of the Sidney R. Yates Federal Building Exterior Restoration Project	2/4/2021	(WP) Office of the Regional Commissioner	1A	OIG recommends that the Regional Commissioner, PBS NCR, establish contract administration controls to ensure that the contracting officers' representatives do not re-delegate their responsibilities, and only personnel who possess the necessary qualifications, as obtained through professional experience, training, and certification, fulfill these duties.	Determining
A180110PRR21001	Audit of the Sidney R. Yates Federal Building Exterior Restoration Project	2/4/2021	(WP) Office of the Regional Commissioner	1B	OIG recommends that the Regional Commissioner, PBS NCR, establish contract administration controls to ensure that contractor evaluations are completed as specified by the Federal Acquisition Regulation.	Determining
A180110PRR21001	Audit of the Sidney R. Yates Federal Building Exterior Restoration Project	2/4/2021	(WP) Office of the Regional Commissioner	1C	OIG recommends that the Regional Commissioner, PBS NCR, establish contract administration controls to ensure that project managers do not prevent a contractor or its subcontractors from performing a contractual requirement.	Determining
A180110PRR21001	Audit of the Sidney R. Yates Federal Building Exterior Restoration Project	2/4/2021	(WP) Office of the Regional Commissioner	1D	OIG recommends that the Regional Commissioner, PBS NCR, establish contract administration controls to ensure that contractors working on projects have valid PIV cards.	Determining

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A180110PRR21001	Audit of the Sidney R. Yates Federal Building Exterior Restoration Project	2/4/2021	(WP) Office of the Regional Commissioner	2	OIG recommends that the Regional Commissioner, PBS NCR, determine and implement corrective action needed to address the PBS NCR project team's conduct, including non-compliance with the Federal Acquisition Regulation, GSA Acquisition Manual, and PIV card requirements.	Determining
A190016ITF21002	Audit of GSA's Insider Threat Program	2/17/2021	Office of the Deputy Administrator Office of Mission Assurance	1A	OIG recommends the GSA Deputy Administrator and the Insider Threat Program (ITP) Senior Designated Official establish effective controls to enhance cross-organizational communication and collaboration with the ITP by re-establishing consistent group collaboration with OHRM, Office of GSA IT, OCFO, OMA, and other relevant offices to consult on broader, non-case-specific, insider-threat-related issues.	Determining

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A190016ITF21002	Audit of GSA's Insider Threat Program (ITP)	2/17/2021	Office of the Deputy Administrator Office of Mission Assurance	1B	OIG recommends the GSA Deputy Administrator and the ITP Senior Designated Official establish effective controls to enhance cross-organizational communication and collaboration with the ITP by identifying insider threat information, including but not limited to employee suspensions, proposed employee terminations, IT system access, and PIV card collection data maintained by OHRM, Office of GSA IT, OCFO, OMA, and other relevant offices. Reassess this information on an ongoing basis.	Determining
A190016ITF21002	Audit of GSA's Insider Threat Program	2/17/2021	Office of the Deputy Administrator Office of Mission Assurance	1C	OIG recommends the GSA Deputy Administrator and the ITP Senior Designated Official establish effective controls to enhance cross-organizational communication and collaboration with the ITP by establishing a method for the ITP to proactively and consistently receive insider threat information from OHRM, Office of GSA IT, OCFO, OMA, and other relevant offices.	Determining

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A190016ITF21002	Audit of GSA's Insider Threat Program	2/17/2021	Office of the Deputy Administrator Office of Mission Assurance	1D	OIG recommends the GSA Deputy Administrator and the ITP Senior Designated Official establish effective controls to enhance cross-organizational communication and collaboration with the ITP by submitting ITP annual reports to the GSA Administrator in accordance with the National Insider Threat Policy.	Determining
A190016ITF21002	Audit of GSA's Insider Threat Program	2/17/2021	Office of the Deputy Administrator Office of Mission Assurance	2A	OIG recommends the GSA Deputy Administrator and the ITP Senior Designated Official establish effective controls to enhance oversight of the employee separation and termination processes by establishing procedures that ensure the ITP is informed and aware of insider threat risks posed by separated and terminated employees. Among other things, the ITP must be notified when GSA employees' and contractors' IT accounts have not been deactivated within 24 hours of their last day of employment and their PIV cards have not been recovered and destroyed in accordance with Federal Information Processing Standards Publication 201-2.	Determining

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A190016ITF21002	Audit of GSA's Insider Threat Program	2/17/2021	Office of the Deputy Administrator Office of Mission Assurance	2B	OIG recommends the GSA Deputy Administrator and the ITP Senior Designated Official establish effective controls to enhance oversight of the employee separation and termination processes by enhancing procedures to monitor separated and terminated employees' IT account activity prior to and after the last day of employment. Consult with the Office of General Counsel as needed.	Determining
A190016ITF21002	Audit of GSA's Insider Threat Program	2/17/2021	Office of the Deputy Administrator Office of Mission Assurance	2C	OIG recommends the GSA Deputy Administrator and the ITP Senior Designated Official establish effective controls to enhance oversight of the employee separation and termination processes by establishing roles and responsibilities to ensure oversight of the employee separation and termination process.	Determining
A190016ITF21002	Audit of GSA's Insider Threat Program	2/17/2021	Office of the Deputy Administrator Office of Mission Assurance	2D	OIG recommends the GSA Deputy Administrator and the ITP Senior Designated Official establish effective controls to enhance oversight of the employee separation and termination processes by establishing a policy for supervisors to collect and submit separated and terminated employees' PIV cards to OMA for destruction within a required time frame.	Determining

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
A190016ITF21002	Audit of GSA's Insider Threat Program	2/17/2021	Office of the Deputy Administrator Office of Mission Assurance	2E	OIG recommends the GSA Deputy Administrator and the ITP Senior Designated Official establish effective controls to enhance oversight of the employee separation and termination processes by establishing procedures that account for the collection of separated and terminated employees' PIV cards, including the date GSA collects the PIV card.	Determining
A190016ITF21002	Audit of GSA's Insider Threat Program	2/17/2021	Office of the Deputy Administrator Office of Mission Assurance	2F	OIG recommends the GSA Deputy Administrator and the ITP Senior Designated Official establish effective controls to enhance oversight of the employee separation and termination processes by exhausting efforts to collect and destroy the 21 PIV cards from our sample that OMA did not destroy. Additionally, OMA should identify, collect, and destroy the PIV cards of other separated and terminated employees whose cards were not collected.	Determining
JE21-001	OIG EVALUATION REPORT: GSA's National Capital Region Internal Fleet is Underutilized	2/25/2021	Office of Administrative Services	1	OIG recommends that the Chief Administrative Services Officer should evaluate the NCR internal fleet program's current utilization and establish a documented mechanism to remove underutilized vehicles from the inventory to ensure efficiency.	Determining

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline
JE21-001	OIG EVALUATION REPORT: GSA's National Capital Region Internal Fleet is Underutilized	2/25/2021	Office of Administrative Services	2	OIG recommends that the Chief Administrative Services Officer should evaluate the Executive Driver Program current usage against commercially available transportation sources and rates to balance needs and achieve cost savings beneficial to the Government.	Determining
JE21-001	OIG EVALUATION REPORT: GSA's National Capital Region Internal Fleet is Underutilized	2/25/2021	Office of Administrative Services	3	OIG recommends that the Chief Administrative Services Officer should create procedures to identify GSA employees who are authorized to operate vehicles and ensure compliance with federal requirements for authorized operators, including the OAS employee serving as an Executive Driver Program driver.	Determining
JE21-001	OIG EVALUATION REPORT: GSA's National Capital Region Internal Fleet is Underutilized	2/25/2021	Office of Administrative Services	4	OIG recommends that the Chief Administrative Services Officer should enforce existing contract requirements for all drivers of the Executive Driver Program.	Determining

Reconciliation of Discrepancies

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline Reconciliation Note
A150009P4 R17006	PBS National Capital Region's \$1.2 Billion Energy Savings Performance Contract for While Oak was Not Awarded or Modified In Accordance with Regulations and Policy	8/24/2017	Office of the PBS Regional Commissioner (National Capital Region)	1	Take immediate action to expedite the procurement of a new expedite the procurement of a new O&M contract that adheres to competition requirements specified in the Competition in Contracting Act of 1984 and the Federal	4/30/2019 Implemented management decision. OIG disagreed regarding Competition In Contracting Act requirements. Final action.
A150132P4R17001	GSA's Decisions to Vacate and Renovate the Leased Federal Courthouse in Pensacola Are Based on Faulty Premises	10/25/2016	Office of the Commissioner, Public Buildings Service	1	Reanalyze options for housing the tenants of the 1 North Palafox Street courthouse. As part of this analysis, PBS should: Ensure a comparison of equivalent options is reflected; Ensure the design and renovations, new, and leased construction options meet current building standards; Ensure the designs for the new and leased courthouse appraiser; Ensure lease-buyout and other potential settlement costs are incorporated; and Develop and incorporate project schedules into the financial analysis that are based on historical performance of projects with similar scope or scale.	12/7/17 Implemented management decision. GSA disagreed with the recommendation. Given the reported health concerns and the importance of the work of the Court, GSA determined that relocation was the most appropriate option to pursue. Final action.

OIG Report #	Report Title	Issue Date	GSA Office(s)	OIG Rec #	Recommendation	Timeline Reconciliation Note
JE18-002	Evaluation of GSA Non Disclosure Policy	3/8/2018	Office of Congressional and Intergovernmental Affairs	1	GSA's leadership should clarify GSA's policy on communications with Members of Congress in GSA's order on congressional and Intergovernmental Inquiries and relations.	8/30/2018 Implemented management decision. GSA disagreed, as the directive establishes policy for the office's role as a focal point for Congressional relations and communications, but is not intended as an operational or procedural order. Final action
JE19-002	Evaluation of GSA's Management and Administration of the Old Post Office Building Lease	1/16/2019	Office of the Commissioner, Public Buildings Service	1	Before continuing to use the language [in Section 37.19 of the Old Post Office (CPO) outlease] GSA determine the purpose of the interested Parties provision, conduct a formal legal review by OGC that includes consideration of the Foreign and Presidential Emoluments Clauses, and revise the language to avoid ambiguity.	9/3/2020 Implemented management decision. GSA revised leasing program guide, training, forms, and website to address recommendation. Final action.

Appendix: Acronyms

CBP	Customs and Border Protection
DHS	Department of Homeland Security
DOL	Department of Labor
FACA	Federal Advisory Committee Act
FAS	Federal Acquisition Service
FDA	U.S. Food and Drug Administration
FedRAMP	GSA's Federal Risk and Authorization Management Program
FEMA	Federal Emergency Management Agency
FFO	Funds from Operation
FPS	Federal Protective Services
FRPP	Federal Real Property Profile
GAO	Government Accountability Office
G-REX	GSA Real Estate Exchange
GSA	General Services Administration
GSA IT	Office of General Services Administration Information Technology
ICT	Information and Communications Technology
ITP	Insider Threat Program
NCR	National Capital Region
NIA	National Interest Action
OAS	Office of Administrative Services
OCFO	Office of the Chief Financial Officer
OHRM	Office of Human Resources Management
OIG	Office of Inspector General
OMA	Office of Mission Assurance
OMB	Office of Management and Budget
PBS	Public Buildings Service
PIV	Personal Identity Verification
R	Region
VA	U.S. Department of Veterans Affairs